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VIDEODISC INTERPERSONAL SKILLS TRAINING AND ASSESSMENT (VISTA):  
SCENARIOS, VOLUME 3

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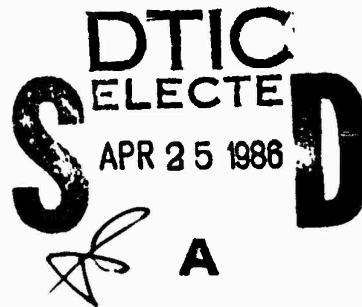


U. S. Army

Research Institute for the Behavioral and Social Sciences

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## item 20. Abstract (continuation)

Previous research indicated that a videodisc system could successfully train soldier skills even when only a fraction of the capabilities of the medium were used. Such a system could be used to supplement the current role playing and, hence, reduce the number of support personnel required. *Previous research*

The research effort included topic analysis, hardware selection, software development, scenario writing, studio production, editing, and videodisc mastering. Final evaluation of the videodiscs produced included the administration of two tests, a test designed to measure the acquisition of leadership skills and a subjective preference test designed to measure user acceptance.

Nine highly interactive videodisc training scenarios covering 20 leadership problems were produced. Overall evaluation results indicated a VISTA superiority followed by role playing and programmed text, with the majority of students indicating that a combination of videodisc and role playing would be optimal for leadership training. Results also indicate that although VISTA products were designed for the Infantry Officer's Basic Course, the problems addressed are probably common to other Army tranches and should therefore be investigated for possible application in other training centers.

*... on Verbal ability;  
... making the video segment, and  
... to the point of Performance  
... emergency ...*



# VIDEODISC INTERPERSONAL SKILLS TRAINING AND ASSESSMENT (VISTA)

## EXECUTIVE SUMMARY

### Introduction:

The U.S. Army's VISTA (Videodisc Interpersonal Skills Training and Assessment) project was initiated to determine whether leadership and counseling skills could be trained using current computer-assisted instruction/. videodisc technology. The target audience was Army junior officers (Second Lieutenants in the Infantry Officer's Basic Course at Fort Benning, Georgia). Five government agencies and two contractors were involved in this effort that included a front-end topic analysis, hardware selection, software development, scenario writing, studio production, editing, videodisc mastering, and final evaluation. The final evaluation compared the VISTA products with a programmed text containing the same information and role playing using the same topic themes. All seven VISTA videodiscs (nine scenarios) were tested.

### Procedure:

The first stage of the project involved a front-end topic analysis, hardware and software selection, and design of the instruction. In the topic analysis, 57 candidate interpersonal problem situation topics were generated and rated by 58 subject matter experts for difficulty, importance, and frequency. Situations involving the highest composite scores for the three dimensions were subsequently addressed in the training scenarios. Twenty problem situations were covered in the 9 scenarios produced to date. The hardware system selected comprised an Apple 2+ computer, a DiscoVision videodisc player, a Sony monitor and other assorted peripherals. The software language chosen was Pascal. Two instructional modes of presentation were designed. The Experiential mode simulates a roleplaying situation. There is no textual feedback and the students can go several steps off the "best path". In the Pedagogical mode, extensive textual feedback is presented and the student is never allowed to go more than one step off the best path.

The second major stage of the project involved the scenario writing and the software development. A scenario authoring aid was developed. Guidance for the determination of appropriate alternatives was derived from the two U.S. Army field manuals dealing with leadership and counseling, subject matter experts, and various theoretical approaches for counseling and leadership. The software was developed to complement the instructional design. In addition, software was developed to allow relatively simple entry of textual information and videodisc frame numbers to expedite future videodisc development efforts.

The final stage involved the evaluation of the seven videodiscs (9 scenarios). An experimental evaluation conducted on all training products measured both learning of leadership principles and the student's acceptance of the new instructional technology.

## Findings:

The overall results of the evaluation indicated a VISTA superiority followed by role playing and programmed text, respectively, on a test designed to measure the acquisition of leadership principles. Also, both role playing and videodisc were rated high on a subjective preference scale used to measure user acceptance. Role playing was slightly but significantly higher than videodisc and both videodisc and role playing were much higher than the programmed text. The great majority of the students indicated that a combination of videodisc and role playing would be optimal for leadership training.

## Products completed:

- Nine scenarios which address 20 problem areas have been produced and evaluated. Overall results indicated a significant superiority of VISTA products over both role playing and programmed text.
- Two instructional approaches designed to optimize the training impact of the new technology.
- Scenario authoring workbook to aid future scenario writing.
- Generic software that will control any of the videodiscs developed played by either of two popular videodisc players, with or without maintenance of detailed student records, and with choice of two instructional modes.

## Utilization:

- The VISTA products were implemented in the Counseling Laboratory of the IOBC in June, 1983.

The following is recommended:

- Due to the success of the VISTA project and other videodisc training projects, the U.S. Army should continue to investigate other possible areas for application of computer-assisted instruction/videodisc training.
- Develop standards in both hardware and courseware structure.
- The VISTA products should serve as a supplement to current leadership training approaches rather than a replacement of those approaches.
- The IOBC Counseling Laboratory is currently taught in two periods, one at the beginning of IOBC and one toward the end. Because of the standardized format, role playing should be conducted in the second laboratory as a performance test and the VISTA products should be utilized in the early laboratory (while students are at an early stage in their learning of leadership).
- Although the VISTA products were developed for the Infantry Officer's Basic Course, the problems addressed are probably common to the other branches. Therefore, the VISTA products should be investigated for possible application in other training centers.

## ACKNOWLEDGEMENTS

This study was originated by Dr. Frederick N. Dyer at the U.S. Army Research Institute, Fort Benning Field Unit. A total of five government agencies and two contractors were eventually involved. All seven organizations contributed to the success of the project.

Litton Mellonics was the primary contractor responsible for the great majority of the work effort. The original team was headed by Dr. James E. Schroeder who coordinated the overall effort and designed the instruction and evaluation. Dr. Paul Czerny was responsible for the hardware and software selection and the software development. Mr. Daniel P. Gillotti was the Leadership/Counseling subject matter expert responsible for the development of the scenario content. Dr. Edward W. Youngling was the Program Manager of the Litton Mellonics effort for the entire duration of the contract. Over the months, a number of other Litton employees were involved and made significant contributions: (alphabetically) Dr. Gary C. Bayer; Mr. W. Alfred Cook, Jr; Mr. Harry A. Lucker; Dr. Mary N. Perkins; Dr. Mike S. Perkins; Dr. Robert Pleban; Mr. David W. Reiss; and Dr. Gary P. Williams.

The U.S. Army Research Institute, Fort Benning Field Unit supervised the research effort. Special acknowledgement is extended to COL Franklin A. Hart, COL L. Neale Cosby, Dr. Frederick N. Dyer, Dr. Seward Smith, and Mr. Hal Strasel who all provided excellent management, guidance, and suggestions. In addition, Dr. John C. Morey and Sid Hall (an Auburn University doctoral candidate working with ARI through and the Cooperative Education Program at Auburn University), both provided valuable assistance in the data analysis. Also, thanks to MAJ Charles J. Slimowicz, the Research Coordinator at ARI, Fort Benning for his valuable input and for his assistance in securing troop support.

A special acknowledgement is given to the many individuals who volunteered to serve as actors for the six programs. For the most part, these were active duty soldiers who voluntarily arranged their own work schedules to accommodate the VISTA production schedule. Also, some of the actors were volunteers from Litton Mellonics and ARI at Fort Benning.

Fort Benning's Training Audiovisual Support Center (TASC) provided the facilities and expertise for the production of five of the six programs and editing of all six programs. Special credit is extended to Mr. Rubin Webster, Mr. Randy Amos, and Mr. Bennett Yeilding and their staff. The TASC at Fort Gordon provided the actors, facilities, and expertise for the production of the "Performance Counseling" program. Special credit is given to MAJ Doug Dooley, Mr. Gaylord Cavallaro and their staff.

The Training Development Institute (TDI) at Fort Monroe, VA provided funds for the topic analysis, instructional design, software development, scenario development, and evaluation. Acknowledgement is given to COL F. A. Nerone, COL Edmund J. Glabus, Ms. Janet Lamb, Ms. Jean Rose, Mr. Donald A. Kimberlin, and Mr. Frank E. Giunti for their valuable guidance and comments.

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APPENDIX E  
VERBAL ABUSE

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Appendix E

Verbal Abuse

S FRAME

#1

BACKGROUND

You are 2Lt Wright, 1st Platoon, A Company, 22nd Infantry. You are 23 years old, married, and have been in the army for six months. You have been assigned as the 1st Platoon Leader for one month after completing 10BC and Jump School. It is now 1055; you are hurrying to an 1100 Battalion Officers' call.

Go to 2

2LT Wright walking down sidewalk and hears yelling and profanity coming from around the corner. He turns the corner and sees SSG Burch (an E-6 Squad Leader) and his squad. SSG Burch is verbally abusing one of the soldiers in front of the entire squad. (Show a few seconds of verbal abuse)

SSG: "Give me that weapon, Jones (grabbing rifle from Jones) you dumb idiot. How many times do I have to tell you to clean this weapon? (pause for shot of Jones' face) Did your parents ever have any children that weren't retarded?"

Then a few of the squad members noticing 2Lt Wright and finally one of the enlisted men calls the squad to attention.

Motion freezes after SSG Burch turns and salutes. Overlaid on this frame is the following information:

#### BACKGROUND

You are somewhat familiar with SSG Burch's reputation, and this behavior seems quite unusual given his reputation. In your initial remarks to the squad leaders last month, you stated your policy on verbal abuse quite clearly: there was to be no verbal abuse of the troops.

Go to 3

STILL

#3

What would you do in this situation?

Go to 4



Pick the answer that is closest to yours or that you feel is the best alternative.

1. Proceed to the Officer's call, so you won't be late, but make a strong mental note to determine Sergeant Burch's problem and to get his act with the troops straightened out.

Go to 9

2. Walk over to SSC Burch and give him immediate performance counseling on the situation, and personal counseling if necessary.

Go to 10

3. Call SSG Burch over, give him some immediate performance counseling about how he is mishandling the situation, and tell him to report to your office at 0800 the next morning.

Go to 11

4. Call SSC Burch over, give him immediate performance counseling and personal counseling if necessary.

Go to 12

This was probably not the best option for the following reasons:

1. Immediate feedback is better than delayed feedback.
2. In the eyes of SSG Burch, who is probably aware of his error, you have backed down from a confrontation.  
(Remember, neither SSG Burch nor the troops know you are in a hurry.)
3. In the eyes of the troops, you have walked away from a situation where you should have done something.

Why don't you try this one again?

SINGLE FRAME

This was probably not the best option for the following reasons:

1. You have belittled SSG Burch in front of his squad. By doing this, you have possibly destroyed a relationship that could determine your success or failure as a Platoon Leader.
2. You may appear foolish to the troops because you are doing what you are telling SSG Burch not to do.
3. You should collect all of the necessary information (e.g., talk with Platoon Sergeant and other NCO's etc.), before attempting personal counseling.
4. This is not an appropriate time or setting for personal counseling.
5. You should not try to conduct personal counseling when you or the subordinate are angry.
6. By taking the time to conduct personal and/or performance counseling, you may cause yourself to be late for the Officer's call and delay SSG Burch and the troops.

S FRAME

VERY GOOD This is probably the best choice for the following reasons:

1. You have given SSG Burch immediate (on-the-spot) feedback about his specific behavior.
2. You have avoided belittling SSG Burch in front of his squad.
3. You have physically removed SSG Burch and yourself from the troops, so they cannot overhear your comments.
4. You have set up a future meeting giving yourself enough time to do some fact finding. Also, your and his anger will have subsided. Finally, you will have adequate time tomorrow to address personal problems (if you determine that is appropriate).
5. You have not particularly embarrassed SSG Burch in front of the troops. Therefore, you have not compromised SSG Burch's position as their squad leader.
6. You are not late for the Battalion Officer's call.

This was not the best choice for the following reasons:

1. You should collect all of the necessary information  
(e.g., talk with Platoon Sergeant and other NCO's etc.)  
before attempting personal counseling.
2. This is not an appropriate time or setting for  
personal counseling.
3. You should not try to conduct personal counseling when  
you or the subordinate are angry.
4. By taking the time to conduct personal and/or performance  
counseling, you may cause yourself to be late for the  
Officers' call and delay SSG Burch and the troops.

MOTION

#9

2LT says, "Carry on," and walks away--camera moves to SSG Burch's face which changes from worry and concern to a grin. Next, camera goes to the enlisted men's faces which change from no emotion to amazement and disgruntlement. Finally, camera zooms to Company Commander's face (who has gone unnoticed in the distance). His face should show concern and anger. He shakes his head.

Why don't you start again?

Go to #4

2LT Wright walks over to SSG Burch.

2Lt: "Look - you've got to cut this crap out. I told you last month that I don't want any of it. What the hell is going on with you anyhow? (pause) Are you having a problem?"

SSG: (angrily) "No, sir!"

2Lt: "Well, if you do - go see the Chaplain. Meanwhile, get your act together."

SSG: "Yes, sir."

2LT: "That's all, Sergeant."

The camera should move to a position where the Sergeant's face can be observed. As 2LT finishes and moves on, the camera should catch the Sergeant's face changing from embarrassment to anger. He should "mouth" curses when the 2LT's back is turned. Next, the camera should move to the enlisted men's faces. They should be smirking and "chuckling" about the SSG being chewed out. Finally, the camera should move to the Company Commander's face (who has gone unnoticed in the distance). His face should show concern and anger.

Why don't you start again?

MOTION

#11

2LT calls SSG Burch over and asks him to walk with him for a ways  
(gestures).

2LT: "I don't like the way you handled that. Cussing out the troops  
won't get the job done. I want to see you at 0800 in my office."

SSG: "Yes, sir."

2LT: "That's all, Sergeant."

Go to 13

From #4-3

E-11



2LT calls Sergeant over and proceeds to counsel him:

2LT: "Look - you've got to cut this crap out. I told you last month that I don't want any of it. What the hell is going on with you anyhow? (pause) Are you having a problem?"

SSG: (angrily) "No, sir!"

2LT: "Well, if you do - go see the Chaplain. Meanwhile, get your act together."

SSG: "Yes, sir."

2LT: "That's all, Sergeant."

The camera should move to a position where the Sergeant's face can be observed. As 2LT finishes and moves on, the camera should catch the Sergeant's face changing from embarrassment to anger. He should "mouth" curses when the 2LT's back is turned. Finally, the camera should move to the Company Commander's face (who has gone unnoticed in the distance). His face should show concern and anger.

Why don't you start again?

Go to #4

S FRAME

#13

What should you do before the meeting with Sergeant Burch?

Continue - Go to #14

From 12

E-13

Later that day you check with the CO, XO and the 1SG about SSG Burch's previous duty performance. You find out that SSG Burch has had an excellent history of duty performance, and is well respected throughout the Company. You talk with your Platoon Sergeant, explain the situation you encountered earlier, and ask for his advise on how to handle this situation. Your Platoon Sergeant explains that he had to correct SSG Burch about similar circumstances twice in the last week, and suggests that maybe SSG Burch is experiencing some family difficulties which are causing the sudden changes in his behavior. The Platoon Sergeant tells you the SSG Burch has a wife and two children. Your Platoon Sergeant adds that until a week ago, SSG Burch has been his best squad leader. You now plan what you will say to SSG Burch. (Making an outline or list of things you want to cover is helpful.) You also check your schedule to make sure there is enough time and that your meeting will not be interrupted.

Continue - Go to #15

MOTION

#15

Camera on the clock at 0803 hrs.

A knock at the door.

2LT: "Come in."

SSG: "Sir, SGT Burch reporting." (Sgt salutes)

2LT: (Lt. returns the salute)

SSG: "Sir, I apologize for being late, a personal problem came  
up at home." (Possibly with a bandage on his face)

2LT: Take a seat, Sergeant Burch.

+ \_\_\_\_\_ +

What would you say now?

Continue - Go to 16

Pick one of the following answers that is the closest to your answer or is the best of the three alternatives.

1. It's too bad we haven't time to talk. The Platoon Sergeant tells me you have a wife and kids. Why don't you tell me about your family?

Go to 24

2. I've talked with the Platoon Sergeant and studied your file. You're a hell of a good soldier and you've done a hell of a job. But then I see you cussing out a troop, calling him a "dumb idiot and a retard" right in front of the other men. The Platoon Sergeant tells me this has come up two other times in the last week. Didn't I make my position on mutual respect and verbal abuse clear last month?

Go to 25

3. Sergeant Burch, I've called you here because you've been verbally abusing your troops[for no reason at all]. I told you a month ago when I arrived how I felt about that kind of shit. What's going on here?

From #15

S FRAME

FEEDBACK: There is probably a better way to start.

1. SSG Burch might be confused, after all, he came here expecting to be reprimanded and your response will probably come as quite a surprise.
2. You are assuming that a personal problem is the reason for the performance problem. Although there is strong evidence for it in this situation, it may not be true.
3. It is probably better to address the performance problem first and establish your position. Then, personal problems which might explain the performance problems, should be addressed.

YES

This was judged to be the best choice for the following reasons:

1. You were very specific about SSG Burch's behavior.
2. You let SSG Burch know that you are organized and interested enough in him to do some fact finding.
3. You let SSG Burch know that the platoon sergeant has been informed about the situation.
4. You let SSG Burch know that his excellent record and performance has not been forgotten.
5. You have not forced SSG Burch to become defensive, and communication is still open between you.
6. You have allowed SSG Burch to admit his error without "rubbing his nose in it".

Continue - Go to #20

There is probably a better response because:

1. The content of your statement and how it was expressed will show a lack of respect for SSG Burch and in essence you will be violating your own standards. Not only will you confuse SSG Wilson, but you will make him defensive and reduce the communication process between you and him in the future.
2. It is always better to be specific in describing exactly what it was SSG Burch did wrong. "Verbally abusing the troops" is a very general description.
3. People always believe that they have a good reason for their behavior. "No reason at all" is an exaggeration that will probably cause SSG Burch to become very defensive.



MOTION

#20

SSG: "Well, sir, you don't understand the circumstances. I told that idiot to clean his weapon five times, and then I get chewed out by the 1st Sergeant because he didn't do it.

6to #21

From #16-3

E-20

Choices:

1. You should have taken appropriate action the second time--not blown your cool the sixth time. Let me remind you of what I said last month...."

Go to #32

2. "I think I do understand. I can see when someone has lost control over the situation because of one little mistake."

Go to #53

(Sarcastically)

This was judged to be the best answer because:

1. You have let him know you are not insensitive to the problems that a squad leader faces.
2. You have clearly stated your position on verbal abuse and mutual respect.
3. You have reminded SSG Burch that your position is also the Army's position.
4. You have reminded SSG Burch that he could be subject to disciplinary action.
5. You were very specific about SSG Burch's inappropriate behavior.
6. You have given him an alternative way of handling people.
7. You have reminded him that reward for correct behavior is preferable.
8. You have given him a chance to ask a question about anything you said.

FEEDBACK FOR #21-2

#23

Not the best:

Your second statement is an exaggeration. You are working  
your way into a yelling contest.

SSG: ...Look of confusion....pause.

SSG: "Well, sir....my family life hasn't been so great...and...

I guess I have been a little irritable lately...pause...about a  
-week ago the wife and I had a little disagreement, but I think  
it will work out...I've been a little upset about that.

Go to #44

MOTION

#25

SSG: "Yes, Sir - - - but it's hard when the troops are always  
screwing up - - - and I've been under a lot of stress lately."

Go to #26

From #16-2

E-25

Which answer is closest to yours?

1. It may be hard but let me remind you of what I said last month about verbal abuse and mutual respect . . .

Go to #32 (#32 is a continuation of this)

2. I don't want to see or hear about any more of these incidents, SSG Furch.

Go to #31

3. This thing has got to stop. If you get yourself in trouble, it's my tail too.

Go to #34

4. Stress, huh? Do you want to talk about it?

Go to #24

This was judged to be the best answer because:

1. You have let him know you are not insensitive to the problems that a squad leader faces.
2. You have clearly stated your position on verbal abuse and mutual respect.
3. You have reminded SSG Burch that your position is also the Army's position.
4. You have reminded SSG Burch that he could be subject to disciplinary action.
5. You were very specific about SSG Burch's inappropriate behavior.
6. You have given him an alternative way of handling people.
7. You have reminded him that reward for correct behavior is preferable.
8. You have given him a chance to ask a question about anything you said.



This wasn't the best answer because:

1. You have not dealt with SSG Burch's explanation for his behavior.
2. You have destroyed any communication paths that might have existed.
3. You have not listened. The Sergeant has twice hinted at personal problems, once when he came in and again when he said he was under a lot of stress lately, but you have not responded. Some soldiers might make up personal problems as an excuse for poor performance, but given the excellence of SSG Burch's record, he should at least be given a chance to express an explanation.

This was probably not the best answer:

1. Many people would interpret this statement to mean:  
"I'm not upset because what you were doing was wrong,  
but because you might have gotten caught at it by  
one of my superiors."
2. A typical reaction by SSG Burch would be: "It's  
not my behavior or me that the lieutenant is concerned  
about but himself and his career."

You have obviously chosen the strategy of trying to address SSG Burch's personal problems in order to find the reason for his behavior. There is nothing wrong with this strategy except that the timing might be questioned for the following reasons:

1. You have left the performance counseling dangling.  
It would be better to clearly state your position and provide some closure to the performance problem before moving on to personal problems.
2. You have neither clearly defined SSG Burch's bad performance nor expressed how you expect him to change.
3. You have not informed him of the formal and legal implications of his behavior.
4. You have not provided SSG Burch an appropriate way of handling the problem.

MOTION

#31

SSG: "Yes, sir."

2LT: (salutes) "Dismissed."

SSG: (salutes - and turns to leave)

From 26-2  
31-1  
31-2  
35-1  
61-3  
67-1  
74-2  
74-4  
81-1  
86-1  
86-2  
86-3  
86-4

The most important item I emphasized was that I expect all of the men of this platoon to treat each other with mutual respect.

What I saw you doing yesterday certainly wasn't showing respect when you called Private Jones a "dumb idiot" and a "retard" in front of the rest of your squad. Not only have you violated my orders, but you were also in violation of Article 117 of the UCMJ, both of which are Courts-Martial offenses. Now, I am sure that with your experience as a Sergeant you can use a little more tact when correcting the troops if they have done something wrong without verbally abusing them. By the same token, when they do a good job you should give them a pat on the back and a few words of praise. And it wouldn't hurt to do it in front of the squad.

Now, do you understand what I want, Sergeant Burch?

(continuation on next page #33)

Go to 33

From 21-1  
26-1  
35-2

SSG: "Yes, Sir."

2LT: "It's just got to stop."

Pause

2LT: "You know, Sergeant Burch, we've all got to work together to keep this platoon up where it should be. I expect your work and cooperation and I want you to know that you can count on mine."

SSG: "Yes, Sir, I'm sure we can work together."

Continue - Go to #39

#34

SSG: "Don't worry, Sir--I won't get you in trouble. Next time  
I'll be more careful."

Go to #35

From #26-3

1. "Well, you sergeants know the right way to handle these things."

Go to 31

2. "There won't be a next time, Sergeant. Let me remind you of what I said last month about verbal abuse and mutual respect."

Go to 32

From #34



1. Earlier, you in essence told him that it was not what he did that was wrong but rather the fact that he got caught. With the last statement, you are in essence reinforcing that idea by telling him, "Learn how to do it in a way that you won't get caught."
2. You are ending the meeting without addressing the real problem, explaining your standards, describing the legal implications, providing alternatives, or asking about the personal problems which he has brought up twice.

YES

1. You have made it clear that you will not tolerate any more verbal abuse.
2. You have clearly defined the reasons for your position on verbal abuse and mutual respect.
3. You have reminded SSG Burch that your position is also the Army's position.
4. You have reminded SSG Burch that he could be subject to disciplinary action.
5. You were very specific about SSG Burch's inappropriate behavior.
6. You have given him an alternative way of handling people.
7. You have reminded him that reward for correct behavior is preferable.
8. You have given him a chance to ask a question about anything you said.

#38

This response has been consolidated on #33

Deleted

Go to #39

Now, choose the best answer:

1. Excellent! That'll be all, Sergeant Burch.

Go to #31, Point "R"

2. Excellent! I'd like to see you a week from today at 0800 for a follow-up. That'll be all, Sergeant Burch.

Go to #31, Point "R"

3. Now, you mentioned a personal problem and being under stress earlier. Want to talk about it?

Go to #43

You have done a good job on the performance counseling but you have ignored any personal problems that might have caused the sudden change in SSG Burch's behavior. You missed the signal given by SSG Burch when he came in. At that time, he stated that he had a personal problem.

You have done a good job on the performance counseling, but you have ignored any personal problem that might be causing the sudden change in SSG Burch's behavior. You missed the signal given by SSG Burch about his personal problem when he came in your office. Also, in some performance counseling situations and in all personal counseling situations it is a good idea to schedule a follow-up meeting in order to check progress. However, in this situation a follow-up is questionable. Instead, you might let the Sergeant know that you intend to have the Platoon Sergeant monitor the situation.

GOOD

You have done a good job on the performance problem and you are now responding to the signal sent by SSG Burch earlier about his personal problem. Also, by asking him if he wants to talk about it, you are leaving that decision up to him. Some people may not want to share their personal problems with you (maybe because you are younger or maybe because you are their "superior"), but at least you have shown an interest. If they don't want to talk with you, never take it as a personal insult. Rather, you might tell him that you understand and suggest other qualified professionals in the Army with whom he could talk.

#43

Show last statement.

I guess I have been a little irritable lately....pause. About a week ago the wife and I had a little disagreement, but I think it will work out. I've been a little upset about that.

Go to #44

From #39-3

E-43



#43

Show last statement.

I guess I have been a little irritable lately...pause. About a week ago the wife and I had a little disagreement, but I think it will work out. I've been a little upset about that.

Go to #44

From #39-3

E-44

SINGLE FRAME:

#44

Choose One: Lieutenant's response

1. Yeah, I know; being a soldier's wife isn't easy, I guess.  
I know my wife has been mad since I got here.

Go to #48

2. Yeah, but listen, you just can't let that interfere with  
your work.

Go to #49

3. What happened?

Go to #60

From #24  
From #43

The problem here is that you are changing the topic from his personal problem to your personal problem. Occasionally, it may be helpful to disclose some of your personal life to your subordinates as if to say, "I understand, I have problems, too." However, the timing isn't right here, SSG Burch hasn't had time to explain his problem yet.

NO

SSG Burch is likely to think that you really don't care to hear about his problem. Thus, you may be terminating the personal counseling before getting the whole story, and before you have been able to offer any solutions.

You are returning to performance counseling; something that presumably you have already finished.

YES

You are showing your interest. This kind of a response might be called a "probe." It is useful for the following reasons:

1. You are showing that you are interested.
2. You are not making a "good or bad" judgment about the incident.
3. You are seeking more information about the situation.
4. You are giving SSG Burch a chance to freely express himself to an accepting, interested and non-judgmental audience.

#48

MOTION

SSG: "No kidding---really hacked, huh? What's the problem?"

Go to #48a

From #44-1

Lieutenant's response - choose one:

1. She hates it here. This is the first time she's been away from home and I guess she's just homesick.

Go to #48d

2. Enough about me, would you like to tell me what's causing your problem?

Go to #60

FEEDBACK FOR 48a-1

#48b

This is not a good choice.

You are supposed to be talking about SSG Burch's problems, not yours.



FEEDBACK FOR 48-2

#48c

This is the correct coice.

You are attempting to get back to SSG Burch's problems.

MOTION

#48d

SSG: No kidding----and she takes it out on you, right?

(Camera fades with the LT telling about his personal problems)

E N D

From #48a-1

#49

SSG: (defensively) "I don't think it has interfered with my work,  
Sir."

Go to #50

From #44-2

Choices: Lieutenant's Response

1. Well, how do you explain yesterday then? What I saw was an NCO whose personal problems caused him to mess up a simple leadership situation.

Go to #53

2. (Pause) ...Do you want to talk about the disagreement with your wife?

Go to #60

From #49

NO

SSG Burch has taken you into his confidence and made a very private disclosure about his personal life. You are now using that information to attack him. This will be seen as very unfair and he will probably become quite angry and lose his respect for you as a leader.

RIGHT

You are returning the topic to his personal problem. SSG Burch's last remark was quite defensive. It is probably wise to let that remark go by, neither attacking nor reinforcing him.

#53

SSG: "That's easy for you to say, Sir. You've only been here  
one month. I deal with these damned retards every day, and  
I've got more time in the chow line than you do in the Army."

Go to #54

From #21-2  
From #50-1

Choices:

1. Sergeant, I want you at the position of attention right now! You are showing me the same disrespect that you did that soldier. Need I remind you that I am your superior officer ...

Go to #57

2. It's too bad you didn't spend more time learning how to handle the troops.

Go to #58

3. Now, Sergeant, let's calm down--getting angry isn't going to help. Have you been so touchy lately because of some personal problem?

Go to #58a

From #53  
From #72



RIGHT

Things have deteriorated to the point that you need to reestablish your control over the situation. Also, SSG Burch has clearly overstepped his bounds and needs to be corrected immediately.

NO

Things have gone too far. You need to reestablish your control of the situation. You are getting into a name calling contest that will only worsen the situation.

NO

Things have gone too far to try to regain rapport with SSG Burch.  
It is not a good idea to attempt personal counseling when either  
of you is angry. You need to reestablish your control of the  
situation.

2LT: (Jumps Up) "Let me remind you that you have not only violated my orders, but you are in violation of Article 117 of the UCMJ. I will not stand for you verbally abusing the troops or showing disrespect for me. Either you get your act together or I will recommend to the Company Commander that you receive some formal action under the UCMJ. Do I make myself clear, Sergeant?"

Go to #57a

#57a

MOTION

SSG: "Yes, Sir!" (loud)

Go to 57b

From #57

E-64

#57b

Choices: Lieutenant's Response

1. What makes a good soldier like you go all to hell, anyhow?

Go to #58 (\*\*)

From #57a

FEEDBACK FOR #57b-1

#57c

This was not the best choice.

If your intention is to get at SSG Burch's personal problems, this is not the way to proceed. This statement will only make the sergeant defensive.

This was the best choice.

Since the sergeant is obviously angry, it is probably better to reschedule the meeting for a later time. At the beginning of the next meeting, you should tell SSG Burch that his behavior was unacceptable. Then you can proceed in an attempt to find out what is really causing SSG Burch's behavior change. In the meantime, you should tell the Platoon Sergeant what happened, and ask for his advise. You should also write a Memo-for-Record containing everything you have discussed with SSG Burch.



MOTION

SSG: (Jumps up)(\*\*) "What the hell do you mean by that?"

2LT: (Jumps up) "I don't think you know what the hell you're doing."

SSC: . . . . .

Camera fades out

E N D

(\*\*)NOTE: Should this scene be branched from 57b, we realize that the SSG is standing. We will not have him jump up, but pick up the scene with him standing.

From #54-2  
From #57b

MOTION

SSG: (Stiffly) "No, Sir...I don't have any personal problems."

2LT: "Well, all right, have I made myself clear?"

Go to #31

MOTION

SG: (Loudly and angrily while jumping to his feet) "Yes, Sir!"

2LT: (Salutes) "Dismissed."

SSG: (Salutes with an angry expression, turns and leaves)

T H E   E N D

Last week, I went to "Happy Hour" and didn't get home till after ten o'clock. We had one hell of an argument and I wound up sleeping on the couch for three nights. For the last six months, we have had about a dozen of these arguments, either its about the kids, or the bills, or my mother-in-law, or the car. It's just always something!

Go to #61

From #44-3  
From #50-2

Pick one of the following responses:

1. Sounds like it might be a good idea if you and your wife had a talk with the Chaplain.

Go to #73

2. Was your wife mad because you've been drinking lately? Maybe I should make you an appointment with the ADACP.

Go to #66

3. We've all gone through that, I guess. I'm sure it'll pass and then you can get your mind back on your job.

Go to #31

4. Does she want a divorce?

Go to #67

From #60

EXCELLENT

You are referring SSG Burch to the trained professional who knows how to deal with marital problems.

NO

You are assuming too much. You obviously noticed the "happy hour" comment but you may be way off base. Also, you have suggested a fairly extreme solution for a problem that you're not sure exists. As a result, your reaction might make SSG Burch become defensive and stop effective communication.

You are telling him that his problem is not very important or unique and that it will go away. This may all be true, but some people will react by thinking, "he doesn't understand," "he doesn't care," or "how does he know, he's too young to know."



NO

Suggesting such an extreme outcome will not do any good. The person might very possibly have an emotional overreaction when confronted with a feared outcome. Rather than try to attack the problem, it is probably better to refer the problem to someone else who is more highly trained in personal counseling.

SSG: "But, Lieutenant--I don't have a drinking problem"

2LT: "Well now, Sergeant, we know that a lot of people who have a problem like this but don't want to admit it. Now, I don't want you or your wife to worry about this. We have professionals who can help. We're going to take care of it."

Camera fades as 2LT picks up phone and starts dialing.

E N D

From #61-2  
From #67-3

MOTION

#67

SSG: (Startled and puzzled) "Oh, God, no, I hope not!"

S. Frame:

Alternatives:

1. We've all gone through that, I guess. I'm sure it'll pass and then you can get your mind back on the job.

Go to #31

2. Well then, do you fight like that all the time?

Go to #72

3. Was your wife mad because you've been drinking lately? Maybe I should make you an appointment with the ADACP.

Go to #66

4. Sounds like it might be a good idea to talk with the Chaplain.

Go to #73

You are telling him that his problem is not very important or unique and that it will go away. This may all be true, but some people will react by thinking, "he doesn't understand," "he doesn't care," or "how does he know, he's too young to know."

NO

Again, this is an extreme statement, an exaggeration. You may have sent this message intending one thing but it would probably be received with a very different meaning. This statement is defensive on your part (i.e., you are defending your earlier statement about the divorce). Also, it is likely to bring about a defensive reaction from SSG Burch. Stay away from extreme or exaggerated statements.

NO

You are assuming too much. You obviously noticed the "happy hour" comment but you may be way off base. Also, you have suggested a fairly extreme solution for a problem that you're not sure exists. As a result, your reaction might make SSG Burch become defensive and stop effective communication.

Choose one of the following:

1. Then maybe you could talk with someone at Army Community Service.

Go to #79

2. Sergeant, I'm going to make you an appointment with the Chaplain, and you better see to it that you and your wife keep the appointment.

Go to #31

3. The Chaplain is not going to preach to you, he's been trained to help people with marital problems.

Go to #80

4. Why don't you come in tomorrow at 1300 hrs, I have an hour and I will give you some help with your marital problem. I think we can take care of this here.

Go to #31

From #73  
From #79

NO

The Army Community Service deals with --

Welcome Center

Loan Closet

Army Emergency Relief

Family Services Counseling

Big Brother

Financial/Home Management Program

Special Children

Neighborhood Association Program

Food Stamp Program

Child Abuse/Spouse Abuse

Not marital problems

They would probably refer SSG Burch to the Chaplain



NO

No, ordering the man to seek help is an extreme solution that might be necessary on some occasions, but you need to try other alternatives first. SSG Burch would almost certainly question such an order and when he does go to the Chaplain, he will probably go with the wrong attitude.

YES

You are clearing up a common misconception about Chaplains. Also, you are being persistent in what you feel is the best solution without forcing him to comply.

EXCELLENT

You are referring SSG Burch to the trained professional who knows how to deal with marital problems.

#72

SSG: (Mad) "Well, Sir, I don't see what this has to do with  
my job. I know what I'm supposed to do here and I get it done.  
(Sarcastically) I've been here long enough to know my job."

Go to #54

From #67-2

#73

Play sequence:

SSG: "We just don't believe in going to church, Sir."

Go to #74

From #61-1  
From #67-4

It would be much better to refer SSG Burch to a professional counselor. All personal problems are difficult to handle, but family disputes are especially explosive. It is better to persist a little longer with the referral strategy. If that strategy fails and SSG wants your advise or assistance, then you should not turn your back on the problem. However, given the fact that you and SSG Burch are not close friends, age differences, etc., this is unlikely.

#79

SSG: "Well, Sir, my wife is a volunteer at ACS and I don't think  
they do that over there."

Go to #74

MOTION

#80

SSG: "I don't know if I can get my wife to talk to someone in the Army. She wants me to get out after this enlistment."

Go to #81

From #74-3

E-91



Choices:

1. Well, I'm certainly not going to tell you how to run your private life. But when something personal is affecting your efficiency as a soldier, then I get concerned. I suggest that you iron out your personal problem and I insist that you improve your performance around here. Is that clear, Sergeant?

Go to #31

2. I'm going to make you an appointment and I want you to be there.

Go to #59

3. You'll just have to make your wife realize that this situation is affecting your efficiency as a soldier. If she realizes just how important this is to you, she might change her mind; otherwise, you could talk to the Chaplain by yourself.

Go to #85

From #80

This is certainly not a bad response, but it may not be the best. When people initially refuse to see a professional for help, it is probably a good idea to suggest one or two slightly different alternatives. In this way you are persisting without being pushy. As it is, you are telling SSG Burch to take care of his own problems.

NO

Ordering the man to seek help is an extreme solution that might be necessary on some occasions, but you need to try other alternatives first. SSG Burch would almost certainly question such an order and when he does go to the Chaplain, he will probably go with the wrong attitude.

This is the correct choice.

1. You are persisting without being pushy.
2. You are suggesting how he might approach his wife.
3. You are suggesting two reasonable courses of action.
  - A. When trying to make a decision or helping someone else to make a decision, it is important to lay out different alternatives. These alternatives should be the simplest alternatives possible.
  - B. If the decision is complex, it should be broken down into a series of simple decisions. This process will aid the decision process for the decision maker.

#85

SSG: "All right, Sir, I'll talk with her tonight."

Go to #86

From #81-3

E-96

Choice: 2LT's response.

1. Fine, then we'll work on this thing together. I want to follow this thing up and talk with you again later--say next week. If you want, I'll make an appointment with the Chaplain. I do expect to see improvement in your relations with the squad. I would like to see you live up to your capability. That's all, Sergeant.

Go to #31

2. Fine, then we'll work on this thing together. I'll see you here at 0800 tomorrow, after you've had a chance to talk with your wife. I'll make an appointment with the Chaplain for you today. I do expect to see improvement in your relations with the squad. I would like to see you live up to your capability. That's all, Sergeant.

Go to #31

3. Fine, then we'll work on this thing together. I do expect to see improvement in your relations with the squad. I would like to see you get up to your capability. That's all, Sergeant.

Go to #31

4. Fine, then we'll work on this thing together. I'll see you here at 0800 tomorrow after you've talked with your wife. If you want, I'll make an appointment with the Chaplain for you tomorrow. I do expect to see improvement in your relations with the squad. I would like to see you perform up to your capabilities. I want to follow this up and talk with you again later, say next week at this same time.

From #85

In general, this is a good summary statement. However, a specific time and date for the follow-up would be preferable to "sometime next week." Also, the follow-up should occur sooner than next week.

In general, this is a good summary statement. However, by making an appointment with the Chaplain today, you are forcing SSG Burch to seek help and you are also being inconsistent with your last statement that said essentially, "talk with your wife about this situation first."



This is not a bad summary statement. However, in this situation it would be very good if you followed up. A specific follow-up time, date and place should be stated.

This is an excellent summary statement because you have:

1. Indicated your support in this matter.
2. You have scheduled a definite follow-up meeting date, time and place.
3. You have stated that you are willing to provide further assistance if he wants it.
4. You have reminded SSG Burch that his performance problem definitely needs to be corrected, that you know he has great potential, and that you are on his side.
5. You have informed SSG Burch of your expectations for his future performance.

#91

What do you do after this meeting?

Go to #92

From #90

1. Write a Memo-for-Record containing the information discussed.
2. Write the date discussed for the follow-up on your calendar.
3. Brief the Platoon Sergeant on how you handled the situation and what actions you expect of SSG Burch.
4. Monitor SSG Burch's performance and recognize any improvements.
5. Take the appropriate action if SSG Burch fails to follow your instructions.
6. Be discrete about any information given to you by SSG Burch.

REMEMBER

JUST BECAUSE YOU HAVE MADE A REFERRAL DOES NOT RELIEVE  
YOU OF THE RESPONSIBILITY OF THE SITUATION WITH SSG BURCH.

From #91

**APPENDIX F**

**TAKING CHARGE: MEETING THE PLATOON SERGEANT**

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## Taking Charge: Meeting the Platoon Sergeant

On the first day of reporting to your unit of assignment, you can expect to start your inprocessing with the battalion adjutant. The adjutant will make arrangements for you to process your personnel file and pay records, and then arrange for you to meet the Battalion Commander. The Battalion Commander will probably give you an overview of the battalions mission, how you will fit into the organizational structure, and any other information he deems pertinent to your duty assignment. Having completed your meeting with the Battalion Commander, you will probably be introduced to your Company Commander, who will probably escort you through the company area. Once this is completed, your Company Commander will brief you on the company's mission and assets, and supply you with any information pertinent to your duty assignment. Once the Company Commander has completed his briefing, he will probably make arrangements for you to meet your Platoon Sergeant.

GO TO 2

## BACKGROUND

YOU ARE 2LT AMES, 3rd Platoon, "B" Company, 1st Bn, 66th Infantry.

You are 26 years old, and had 3 1/2 years prior service before attending OCS. You have just recently graduated from IOBC, and this is your first day on the job. You have received an in-briefing from your Battalion Commander, and your Company Commander. Your Company Commander informed you that your Platoon Sergeant, SFC Johnson, has been Acting Platoon Leader for over two months and is a very fine and capable NCO. You are about to meet SFC Johnson for the first time.

GO TO 3

TAKE SOME TIME NOW BEFORE PROCEEDING AND THINK ABOUT WHAT YOU WILL SAY  
TO SFC JOHNSON.

NOW JOT DOWN A FEW NOTES ABOUT WHAT YOU WILL SAY TO SFC JOHNSON.



4

MOTION

SFC: (salute ) Sir, Sergeant First Class Johnson reporting as directed.

LT: (Returns the Sergeant's salute)

GO TO 5

CHOOSE ONE OF THE RESPONSES BELOW WHICH BEST DESCRIBES WHAT YOUR FIRST REMARKS WOULD BE TO SFC JOHNSON.

1. I'M LIEUTENANT AMES, I'M IN CHARGE OF THIS PLATOON NOW. (GO TO 9)
2. SHAKE HIS HAND, "I'M LIEUTENANT AMES YOUR NEW PLATOON LEADER, PLEASE TAKE A SEAT SERGEANT JOHNSON". (GO TO 18)
3. SHAKE HIS HAND, "I'M JOE AMES, YOUR NEW PLATOON LEADER, GRAB A SEAT AND LET'S TALK FOR A WHILE; BY THE WAY, WHAT'S YOUR FIRST NAME? (GO TO 13)

## FEEDBACK FOR 5-1

NO

This represents a very formal approach. It is probably better to be more friendly and considerate toward your Platoon Sergeant. It is true that you are SFC Johnson's superior officer, but that fact shouldn't prevent you from treating him with more respect and courtesy. Remember, SFC Johnson has had more years of Army experience and his help is necessary for the platoon's success. SFC Johnson is likely to react to your "I'm in charge here" approach in an adverse way (e.g. who does this young upstart think he is, I'll show him). Remember, you can be a leader and still show your people respect and courtesy.

## FEEDBACK FOR 5-2

YES

This is an excellent way to start your initial talk with SFC Johnson. You are showing SFC Johnson the respect and courtesy he deserves (based on the information from the Company Commander). It is very important to get along with your Platoon Sergeant. The two of you will be working closely together in the months ahead. The initial impression that you create will have a lasting effect on those around you. This approach is the kind that will encourage cooperation and keep communication channels open.

## FEEDBACK FOR 5-3

NO

This approach is too soft. You certainly want to treat SFC Johnson with respect and courtesy, but this introduction is probably too informal. This response may seem patronizing or phony to SFC Johnson. You can be friendly, courteous, and show respect without being a "good old boy". Also, use of first name is probably unwise at this time and in this setting. Use of first name could very possibly compromise the leader-subordinate relationship that you need to establish and maintain.

ACTION

LT: I'm Lieutenant Ames. I'm in charge of this platoon now.

SFC: Yes Sir! (sarcastically) (slight pause)

"POINT Y" LT: Tell me about the platoon, Sgt. (demeaningly)

SFC: The platoon is in good shape sir. (sarcastically)

GO TO 10

From 5-1

From 15

From 2.1

STILL

What would you say now?

1. Take a seat Sergeant (pause), perhaps I've come on too strong. I'm a little nervous about taking over a platoon. (GO TO 12)
2. That's all Sergeant. (GO TO 11)
3. I would like to talk with all of the NCOs, and then the platoon as a whole, as soon as you can arrange it, Sergeant. (GO TO 70)

MOTION

LT: That's all Sergeant.

SFC: (Stands and salutes) Yes sir.

LT: (Returns salute)

SFC: (Turns and leaves)

END



MOTION

LT: Take a seat Sergeant (pause), perhaps I've come on too strong.  
I'm a little nervous about taking over a platoon.

SFC: (face change from anger to neutral) Don't worry about it Lieutenant,  
I understand.

GO TO 19

From 10-1

MOTION

LT: (Shake Sergeant's hand)

LT: I'm Joe Ames, your new Platoon Leader, grab a seat and let's talk for awhile. By the way, what's your first name?

SFC: Sir, while I'm on duty my first name is Sergeant.

GO 10 14

From 5-3

STILL

What would you say now?

1. Well Sergeant, if that's the way you want it, that's the way you'll get it.  
My first name is Lieutenant. Stand at attention Sergeant. (GO TO 15)
2. Perhaps you misunderstood me Sergeant. I was just trying to learn a little  
about you. (GO TO 17)
3. Well Sergeant, I don't consider you on duty when it's just the two of  
us in my office, now what's your first name? (GO TO 16)

From 13

MOTION

LT: Well Sergeant, if that's the way you want it, that's the way you'll get it. My first name is Lieutenant. Stand at attention Sergeant.

SFC: (jumps to attention) Yes sir! (loudly and sarcastically)

GO TO 9 - POINT "Y"

MOTION

LT: Well Sergeant, I don't consider you on duty when it's just the two of us in my office, now what's your first name?

SFC: Well, if that's the way you want it. It's Harry--Harry Johnson.  
(smiles, sits down, puts his feet up)

Camera fades

END

MOTION

LT: Perhaps you misunderstood me Sergeant. I was just trying to learn a little about you.

SFC: It's nothing personal Lieutenant, but if your going to take charge of this platoon and maintain control, your going to have to use a good strong leadership approach. Becoming too familiar with myself or any of the rest of the NCO's could lead to the compromising of your position as the Platoon Leader.

LT: (a slight pause to reflect on the Sergeant's statement)  
You've made a very good point, Sergeant. I would appreciate any further guidance if you see me drifting off center.

SFC: Yes, Sir. I'll be glad to help any way I can. I've been here long enough to know what these people need.

GO TO 19 - POINT "X"

From 11-2

MOTION

LT: (extends his hand and shakes hands with SFC Johnson)

I'm Lt. Ames your new Platoon Leader, please take a seat  
Sergeant Johnson.

SFC: (as he sits down) Thank you Sir.

GO TO 19

From 5-2

MOTION

LT: Sergeant Johnson, I would like you to know that the Company Commander has said that you've done an outstanding job as the Acting Platoon Leader for the past several months. I feel fortunate to work with a Platoon Sergeant of your high caliber and I am looking forward to serving with you.

SFC: Thank you very much Sir.

POINT "X" LT: (Lt. pauses before response) How long have you been in this company?

SFC: Almost two years now Sir.

LT: Then I guess you know the soldiers here pretty well?

SFC: Yes Sir.

LT: How about filling me in on the platoon as you see it?

GO TO 20



MOTION

SFC: Well Sir, we're in pretty good shape as far as personnel are concerned, the first and second squads are full strength, and the third and fourth are only one man short in each squad.

LT: How do we stand on NCO's?

SFC: We have our full quota of squad leaders and team leaders. They're hard working NCO's who'll get the job done.

LT: How do the NCO's get along with their soldiers'?

SFC: Well Sir, with only minor exceptions they all get along well.

LT: What minor exceptions?

SFC: Sir, Sgt. Cramer, the 2nd Squad Leader, hits the bottle every now and then and harasses his men a little.

LT: That sounds serious.

SFC: Well up to now I've been able to get him off to the side and set him straight.

GO TO 21

STILL

CONSIDERING SERGEANT JOHNSON'S REMARKS ABOUT SERGEANT CRAMER, CHOOSE ONE OF THE RESPONSES LISTED BELOW:

## LIEUTENANT'S RESPONSE:

1. Sounds like you have everything under control, but keep me up to date. (GO TO 25)
2. The next time Sgt. Cramer pulls a stunt like that, I want to take care of it. Something has to be done to stop this. (GO TO 26)
3. Sergeant, let me explain what my policy is on drinking. (GO TO 32)

From 20

## FEEDBACK FOR 21-1

## NOT THE BEST

Your intent is probably to let SFC Johnson know that you trust him and that this matter is his responsibility. However, this is a potentially dangerous situation and you had better monitor it closely. You should at least have SFC Johnson inform you of the next occurrence. Since you can't really determine the severity or frequency of Sergeant Cramer's misbehaviors, you had better keep on top of it. Also, you have passed up a good opportunity to communicate to SFC Johnson your standards on alcohol abuse and verbal abuse.

## FEEDBACK FOR 21-2

NO

You are telling SFC Johnson that you don't think he can handle the situation and/or he has mishandled it in the past. You have no evidence to support either proposition. It is good that you want to take charge. However, until you obtain more information on the situation, you should work closely with the Platoon Sergeant. Finally, you are missing a good opportunity to establish your policy on alcohol abuse and verbal abuse.

## FEEDBACK FOR 21-3

## VERY GOOD

You are capitalizing on a golden opportunity to state your position on alcohol abuse and verbal abuse of the troops:

1. You are providing SFC Johnson with specific guidelines.
2. You are offering to work together with SFC Johnson in this matter.
3. You are offering your assistance in getting Sergeant Cramer professional help if necessary.
4. You are neither robbing SFC Johnson of the responsibility nor placing it entirely on his shoulders. Rather, you are working with him and sharing the responsibility.

MOTION

LT: Sounds like you have everything under control, but keep me up to date.

SFC: Yes Sir (with grin)

GO TO 54

From 21-1

MOTION

LT: The next time Sgt. Cramer pulls a stunt like that, I want to take care of it. Something has to be done to stop this.

SFC: Look LT, I've handled this platoon pretty damned well up till now.

GO TO 27

From 21-2

STILL

What do you say now?

1. Sergeant, let me explain what my policy is on drinking. (GO TO 32)
2. It's quite apparent that you can't handle Sgt. Cramer. (GO TO 28)
3. Now Sergeant, let's calm down. There's no need to get angry. Is there something bothering you that you'd like to talk about? (GO TO 31)



MOTION

LT: It's quite apparent that you can't handle Sgt. Cramer.

SFC: (angry) Lieutenant, I can handle any soldier in this man's Army!

GO TO 29

STILL

What do you say now?

1. Sergeant, let me explain what my policy is on drinking. (GO TO 32)
2. Then why can't you handle Sgt. Cramer? (GO TO 30)

From 28  
From 31

MOTION

LT: Then why can't you handle Sgt. Cramer?

SFC: You've been here two hours and you're going to tell me how to handle my platoon.

LT: It's not your platoon Sergeant, it's mine.

SFC: If that's the way you want it. I quit.

END

From 29-2

MOTION

LT: Now Sergeant, let's calm down. There's no need to get angry.  
Is there something bothering you that you'd like to talk about?

SFC: No Sir.(angry)

GO TO 29

MOTION

LT: Sergeant, let me explain what my policy is on drinking. If it interferes with a soldier's duty performance, or causes him to be abusive of his fellow soldiers, in this case, "Harassing The Troops", I will not tolerate it. Get the word out to Sergeant Cramer as well as the rest of the platoon about my policy. If Sergeant Cramer needs help with his problem, then I think you and I have an obligation to see that he gets it, I am willing to help him all I can.

SFC: Yes Sir, I'll see that they all get the word.

GO TO 33

From 11-3  
From 27-1  
From 29-1

MOTION

LT: Tell me how we stand as far as training.

SFC: We have been training real hard for the platoon tests that are coming up in two weeks. We took first once, but we could only manage second place the last two times. It sure would be nice to grab first place again. Our weak point is weapons, we really need some extra work in that area.

GO TO 34

STILL

CONSIDERING SERGEANT JOHNSON'S REMARKS ABOUT TRAINING, CHOOSE ONE OF THE RESPONSES LISTED BELOW:

L IEUTENANT'S RESPONSE:

1. I think we should concentrate on our strong points Sergeant, and let the weak points take care of themselves. (GO TO 38)
2. Who is our best weapons man? (GO TO 42)
3. If we only have one weak point, I guess we are doing pretty good. (GO TO 41)

# FEEDBACK FOR 34-1

NO

You should be as concerned with your weak points as you are proud of your strong points. Here is an opportunity for you to show your interest and offer some suggestions for improvements.



## FEEDBACK FOR 34-2

## VERY GOOD

You are showing concern for a significant problem (being weak in weapons is a significant problem for an Infantry Platoon). By picking this alternative you are indicating:

1. That you are interested.
2. That you want to get more information on the situation (assessing the platoon's strengths and weaknesses).
3. That you are willing to take an active part.
4. That you are willing to work with the other key players in solving the problem.
5. That you intend to fully utilize the resources that you have available to you.

FEEDBACK FOR 34-3

NO

The chain is only as strong as its weakest link. Weak points don't take care of themselves, and when the weak point is weapons in an Infantry platoon, you had better get concerned. Here is an opportunity for you to show your interest and offer some suggestions for improvement. Don't ignore your problems; they won't go away.

MOTION

LT: I think we should concentrate on your strong points Sergeant,  
and let the weak points take care of themselves.

SFC: Well Sir, we have the expertise in the platoon to correct our  
weak points, and if we don't correct them we'll be in trouble.

GO TO 39

From 34-1

STILL

What do you say now?

1. Sergeant Johnson, I really appreciate the lowdown on the platoon; it sounds like you are really on top of everything. (GO TO 53)
2. Stay on top of Sergeant and let me know if things don't improve. (GO TO 40)
3. Who is our best weapons man? (GO TO 42)

MOTION

LT: Stay on top of it Sergeant and let me know if things don't improve.

SFC: Yes Sir. (puzzled and frustrated)

GO TO 43

From 39-2

F-40

MOTION

LT: If we only have one weak point, I guess we are doing pretty good.

SFC: Well Sir, we have the expertise in the platoon to correct our weak point, and if we don't, we'll be in trouble.

GO TO 39

MOTION

LT: Who is our best weapons man?

SFC: That would be Sgt. Trask, he's a Fire Team Leader in the First Squad.

LT: As soon as I get my feet on the ground, I would like for all of us to sit down with Sgt. Trask and get some ideas on how we can bone up on weapons.

SFC: That sounds like a good idea, Sir.

GO TO 43

From 34-2  
From 39-3

MOTION

LT: How is the morale in the platoon?

SFC: We haven't had any AWOL's in over six months, and no Article 15's in over four months, so morale has been high. Other than that, we have the occasional marital and financial problem. but we'll always have those. That's about it, Sir!

GO TO 44

From 40  
From 42



44  
STILL

CONSIDERING ALL OF THE REMARKS SERGEANT JOHNSON HAS MADE UP TO THIS POINT,  
CHOOSE ONE OF THE RESPONSES LISTED BELOW.

LIEUTENANT'S RESPONSE:

1. Sergeant Johnson, I really appreciate the lowdown on the platoon,  
it sounds like you are really on top of everything. (GO TO 53)
2. Sergeant Johnson, when any personal problems come up, I want  
them brought to my attention immediately. (GO TO 49)
3. Sergeant Johnson, I have all the information I need, you're  
dismissed. (GO TO 52)

FEEDBACK FOR 44-1

GOOD

SFC Johnson has provided you with concise, comprehensive, and detailed information on the platoon. It is very appropriate for you to compliment him on the report and thank him for the information. You have seized an opportunity to let Sergeant Johnson know your strategy for assessing the Platoon.

## FEEDBACK FOR 44-2

'10

In order to run a successful platoon, you are going to have to work closely with your NCO's as a team. Your statement will certainly not encourage a team spirit in SFC Johnson. In fact, it will probably alienate Sergeant Johnson (e.g. "This guy thinks he's going to take care of everything by himself let's see how far he gets"). You should indicate your concern and support, but let the Chain of Command work by letting the NCO's have a part in the problem solving process.

## FEEDBACK FOR 44-3

NO

This is an abrupt and discourteous closing. It would be better to thank SFC Johnson for the information. Also, you haven't informed SFC Johnson of your plans for the immediate future (e.g. how you intend to operate, how you intend to meet the platoon, etc.).

MOTION

LT: Sergeant Johnson, when any personal problems come up, I want them brought to my attention immediately.

SFC: Well Sir, in that case let me fill you in on what's happening. Private Jones has a pregnant wife who ... (camera switches to clock 0830 and sound fades, clock goes to 0930 ... and that's about it Sir. What do you want to do about them? (smiling)

GO TO 49

From 11-2

STILL

What do you say now?

1. Sergeant, it seems I made a mistake. These are obviously problems that you NCO's should handle. I want problems handled at the lowest level in the chain of command that's possible. (GO TO 50)
2. Sergeant, I want to talk to each of these men later today. (GO TO 51)

MOTION

LT: Sergeant, it seems I made a mistake. These are obviously problems that you NCO's should handle. I want problems handled at the lowest level in the chain of command that's possible.

SFC: Yes Sir, I agree.

GO TO 53

MOTION

LT: Sergeant, I want to talk to each of these men later today.

SFC: Sir, there are over a dozen of them. don't you want the Squad Leaders to handle these problems?

GO TO 69



MOTION

LT: Sergeant Johnson, I have all the information I need, you're dismissed.

SFC: Yes Sir ... But Sir, don't you want to meet the rest of the men?

GO TO 54

From 44-3

MOTION

LT: Sergeant Johnson, I really appreciate the lowdown on the platoon, it sounds like you are really on top of everything. I feel fortunate in have a Platoon Sergeant with your experience. I don't plan on making any changes right away, it would probably be best for me to observe the platoon for a few days and talk with you if I see some things I am not familiar with.

SFC: That sounds fine with me, Sir. I'll be glad to help in any way I can.

GO TO 54

From 50-1  
From 51-1  
From 52

STILL

CHOOSE ONE OF THE LIEUTENANT'S RESPONSES LISTED BELOW:

1. I don't think there will be anything else today Sergeant Johnson, you're dismissed. (GO TO 60)
2. I would like you to get the platoon together immediately so I can talk to them Sergeant. (GO TO 61)
3. I would like you to get the Squad Leaders together so that I can set them straight on my policy, Sergeant. (GO TO 62)
4. I would like to talk with all of the NCO's, and then the platoon as a whole, as soon as you can arrange it Sergeant. (GO TO 71)
5. I would like to talk with the platoon, and then the NCO's as soon as I have finished with the platoon, would you arrange that Sergeant? (GO TO 63)

From 25  
From 52  
From 53  
From 61

FEEDBACK FOR 54-1

NO

You had better make arrangements to meet the other members of the platoon.

## FEEDBACK FOR 54-2

NO

When you're talking about a group of people, where different duties and schedules are involved, it's difficult to do anything "immediately". It is more reasonable to ask SFC Johnson to make arrangements for such a meeting so that it can be planned around existing schedules.

FEEDBACK FOR 54-3

NO

This is a negative statement. You are assuming the squad leaders need "setting straight", and this is not completely supported by the information you just received.

## FEEDBACK FOR 54-4

YES

It is a good idea to have an initial meeting with the NCO's and platoon members. It shows courtesy to follow the Chain of Command downward by talking with the squad leaders before talking with the whole platoon.

## FEEDBACK FOR 54-5

NO

It's good that you are arranging initial meetings with the squad leaders and the platoon. However, it would be courteous to follow the Chain of Command downward and talk with the NCO's before the platoon members.



MOTION

LT: I don't think there will be anything else today Sergeant Johnson,  
you're dismissed.

SFC: (stands and salutes) Yes Sir.

LT: (returns the salute)

SFC: (turns and leaves)

END

From 54-1

F-60

MOTION

LT: I would like you to get the platoon together immediately, so I can talk to them Sergeant.

SFC: Sir, they're not available right now, they're in NBC class.

LT: Well get them out immediately.

SFC: Sir, are you sure you want me to take them out of class!

From 4-2

F-61

MOTION

LT: I would like you to get the Squad Leaders together so that I can set them straight on my policy, Sergeant.

SFC: Set them straight on which policy Sir?

LT: Just do it and you'll find out.

SFC: Yes Sir.

LT: Dismissed.

SFC: (stands and salutes)

LT: (returns the salute)

SFC: (turns and leaves)

END

10TION

LT: I would like to talk with the platoon, and then the NCO's as soon as I have finished with the platoon, would you arrange that Sergeant?

SFC: Well LT, I think you ought to brief the NCO's first.

GO TO 64

From 54-5

F-63

STILL

What do you say now?

1. You're right Sgt. (GO TO 65)
2. Why? (GO TO 66)
3. No, I want the men to know that I feel they're important. (GO TO 69)

MOTION

LT: You're right Sergeant.

GO TO 71

MOTION

LT: Why?

SFC: I think you ought to follow the Chain of Command and brief  
the WCO's first.

GO TO 57

Form 64-2

STILL

What do you say now?

1. You're right Sergeant. (GO TO 65)
2. I've got my reasons Sergeant, do as I have ordered. (GO TO 68)



MOTION

LT: I've got my reasons Sergeant, do as I have ordered.

SFC: But Sir ...

LT: (interrupts) That will be all Sergeant.

SFC: (stands and salutes) Yes Sir.

LT: (returns salute)

SFC: (turns and leaves)

END

FROM 61  
FROM 67-2

MOTION

LT: No, I want the men to know that I feel they're important.

SFC: But Sir ...

LT: (interrupts) That will be all Sergeant!

SFC: (stands and salutes) Yes Sir.

LT: (returns salute)

SFC: (turns and leaves)

END

From 51  
From 62

MOTION

LT: I would like to talk with all of the NCO's, and then the platoon as a whole, as soon as you can arrange it, Sergeant.

GO TO 71

MOTION

SFC: All right, Sir, the platoon is in an NBC class right now. as soon as it's over I'll get the NCO's together for you.

LT: That's all Sergeant.

SFC: (stands and salutes) Yes Sir.

LT: (returns salute)

SFC: (turns and leaves)

STOP

From 14.4  
From 5'  
From 70

**APPENDIX G**

**TAKING CHARGE: MEETING THE NCO'S AND THE PLATOON**

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APPENDIX G

TAKING CHARGE: MEETING THE NCO'S AND THE PLATOON

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## APPENDIX G

1

### Part 1

#### Taking Charge: Meeting the NCO's

#### BACKGROUND

You are 2Lt Ames, 3rd Platoon, B Company, 1st Bn, 66th Infantry. You are 26 years old, and had 3½ years prior service before attending OCS. You have just recently graduated from IOBC, and this is your first day on the job. You have received an in-briefing from your Battalion Commander, and your Company Commander. In addition, you have met SFC Johnson, your Platoon Sergeant. You have spent approximately one hour with him discussing the platoon personnel, and have given him an outline of how you expect the platoon to function. You have requested that SFC Johnson assemble all the NCO's in the platoon so that you may speak to them as a group. You have also requested to speak to the whole platoon after your talk with the NCO's

GO TO 2

STILL

TAKE SOME TIME NOW AND THINK ABOUT WHAT YOU WILL SAY TO THE NCO's.

TAKE SOME TIME NOW AND JOT DOWN A FEW NOTES ON WHAT YOU WILL SAY  
TO THE NCO's.

GO TO 3



MOTION

SFC: CALLS "ATTENTION!!!"

(12 NCO's come to the position of attention)

LT: "AT EASE."

GO TO 4

From 2

STILL

CHOOSE ONE OF THE RESPONSES LISTED BELOW WHICH BEST DESCRIBES YOUR  
OPENING REMARKS TO THE NCO's OF THE PLATOON.

1. My name is Lt. Ames and I'm taking charge of this Platoon.
2. My name is Lt. Ames, I'm your new Platoon Leader. I've  
heard some very good things about you, and I'm happy to  
be working with you. (GO TO 11)
3. My name is Lt. Ames, off the record, Sgt Johnson will  
stay in charge of the Platoon until I get my feet on the  
ground. (GO TO 8a)

From 3

## FEEDBACK FOR 4-1

NO

It's good that you want to take charge, but this approach will probably alienate the NCO's (e.g., "Here's another typical 2Lt who's still wet behind the ears, but thinks he's going to run the whole place by himself.")

FEEDBACK FOR 4-2

VERY GOOD

This is an excellent introduction. You are showing the NCO's respect. Also, you are indicating a willingness to work with the NCO's as a team. This cooperation will be necessary for the success of the platoon. You are getting off on the right foot.

## FEEDBACK FOR 4-3

NO

It is true that you intend to keep a low profile for a few days or weeks while you assess the platoon, and get your feet on the ground. However, telling the NCO's that Sergeant Johnson is still in charge (even informally), is a poor choice of words. If you want the NCO's to know about your strategy for assessing the platoon, tell them in a manner that won't compromise your credibility as a leader.

MOTION

LT: My name is Lt. Ames and I'm taking charge of this platoon.  
(in very possessive manner)

Camera moves to NCO's, some looking at each other and smiling,  
Platoon Sergeant is angry, holding head in hands.

GO TO 9

From 4-1

MOTION

LT: My name is Lt. Ames. Off the record, Sergeant Johnson will stay in charge of the Platoon until I get my feet on the ground.

SGT JOHNSON: (Look of surprise and delight.)

GO TO 9

From 4-3

STILL

What do you say now?

1. One reason I called this meeting is to tell you that I don't plan to make any major changes in platoon policies right away. (GO TO 11, point 2)
2. I plan to make this platoon the best in the BN. I just graduated from IOBC and I know how to run a platoon. Effective immediately we'll do things my way. (GO TO 10)

From 8

From 8a



MCTION

LT: I plan to make this platoon the best in the Bn. I just graduated from IOBC and I know how to run a platoon.

Effective immediately, we'll do things my way.

Are there any question? (GO TO 13)

Camera shows NCO's raising eyebrows and smiling.

From 9-2

MOTION

Lt. Speaking to the NCO's:

My name is Lt. Ames, I'm your new Platoon Leader. I've heard some very good things about you, and I'm happy to be working with you. I hope you will cooperate with me as well as you have with Sgt. Johnson, while he was the Acting Platoon Leader.

Point 2: One reason I called this meeting is to tell you that I don't plan to make any major changes in platoon policies right away until I know the platoon better. I want you to continue running your squads as you've done before.

Sgt. Johnson has told me that the platoon has taken second place on platoon tests on a number of occasions, and that you took first place once. I think that's commendable.

Our goal from this point forward is to be number one in everything we do.

GO TO 12

From 4-2  
From 9-1

MOTION

(Lt. discussing discipline and morale.)

If you have any discipline or morale problems with your men, come and see Sergeant Johnson or me and we will do everything we can to help you.

(Lt. discussing personal problems)

If you have a personal problem feel free to come and see Sergeant Johnson or myself.

If one of your men has a personal problem and wants to see me, make sure he gets a chance to do so; however, I do expect all platoon members to use the Chain of Command to ensure that you, as Squad Leaders, have an opportunity to solve the problem before it reaches Sgt Johnson or myself.

LT: As soon as I've had an opportunity to observe the men and get to know the routine, we'll have another meeting. At that time, I hope to make any changes or new policies which I think will improve the platoon. We'll talk them over before we jump in with both feet. Does anyone have questions or suggestions on ways of improving the platoon?

MOTION

SGT. Cramer: Well, Sir, my squad has been split up in separate rooms for a couple of months now, and I think it ought to be somebody else's turn, don't you? I think 2nd Squad ought to get a break once in a while!

GO TO 14

From 12

From 10

STILL

Considering Sgt Cramer's remarks, choose one of the responses listed below:

## LIEUTENANT'S RESPONSE:

1. Sgt. Cramer, I understand your concern for your squad.  
As I said earlier, I would like a couple of days to see what's going on. (GO to 20)
2. In all fairness, I think you are right. I'll see to it that Sgt. Johnson takes care of it immediately after this meeting. (GO to 19)
3. You really care about your troops, don't you, Sgt. Cramer.  
(GO TO 18)

From 13

## FEEDBACK FOR 14-1

## VERY GOOD

You are postponing any decision until you can get all the facts and talk to the other people involved. Also, you have indicated a time frame in which a decision will be made. (Whenever you postpone a decision, it is a good idea to jot down a note on your calendar so that you won't forget to follow-up.) Given what you have been told about Sgt Cramer, you should at least talk with the Platoon Sergeant privately before making any decision.

## FEEDBACK FOR 14-2

NO

You have apparently remembered SFC Johnson's remarks about Sgt Cramer. However, this is not the time or the place to bring up the issue or to performance counsel Sgt Cramer. The NCO's will probably misunderstand your meaning. Neither Cramer nor the other NCO's are going to realize that you even know about the alcohol and verbal abuse problem. Therefore, they will probably interpret your sarcastic remark as indicating a hostile attitude toward all NCO's or being asked questions. Finally, you have not answered Sgt Cramer's question.

## FEEDBACK FOR 14-3

NO

Sgt Cramer is the man that SFC Johnson has earmarked as a potential problem. Therefore, you should be leery of any questions he asks until you have had time to fully analyze the situation (e.g., there may be a good reason for Sgt Cramer's squad being split up). Since you are not fully informed, you should at least consult with the Platoon Sergeant before making a decision.



MOTION

LT: You really care about your troops, don't you Sgt. Cramer?

(Sarcastically)

Sgt. Cramer: What do you mean by that? (angrily)

LT: Well, SFC Johnson told me about how you've been mistreating  
your squad.

(Sgt Cramer angrily stares at SFC Johnson who looks disgusted  
at LT)

FADE

GO TO 20a

From 14-2

MOTION

LT: In all fairness, I think you are right. I'll see to it that  
Sgt Johnson takes care of it immediately after this meeting.

(Sgt Cramer smiles at SFC Johnson who frowns and shakes his head)

FADE

GO TO 20a

From 14-2

MOTION

LT: Sgt Cramer, I understand your concern for your squad. As I said earlier, I would like a couple of days to see what's going on. You know, kind of see things as they are before we make any moves. We'll get together in about a week and see where we stand then.

Sgt CRAMER: You know, Sir, all of those barracks are pretty crummy.

LT: Sgt Cramer, care and maintenance of billets is your responsibility as NCO's. I am not about to get in your business. I suggest you direct those types of questions to SFC Johnson. If there are no further question, I'll turn you over to SFC Johnson at this time.

SFC: Calls "ATTENTION". (all NCO's come to the position of attention)

(SFC salutes the Lieutenant. Lieutenant turns and leaves.)

GO TO 20A

STILL

You have now completed your meeting with the NCO's. SFC Johnson has made arrangements to assemble the whole platoon, so that you can address them.

(GO TO 21)

from 18, 19, 20

STILL

Take some time now and think about what you will say to the platoon.

Take some time now and jot down a few notes on what you will say to the platoon.

GO TO 22

From 20a

MOTION

SFC: Calls "ATTENTION!" (Platoon comes to position of attention)

LT: "AT EASE".

GO TO 23

From 21

STILL

CHOOSE ONE OF THE RESPONSES LISTED BELOW WHICH BEST DESCRIBES YOUR  
OPENING REMARKS TO THE MEN OF THE PLATOON.

1. My name is Lt. Ames and I'm taking charge of this platoon.

(GO TO 27a)

2. My name is Lt. Ames, I'm your new platoon leader. (GO TO 27)

3. Hi! I'm Joe Ames. If you have any problems, come and see me.

My door is always open. (GO TO 27)

From 22

## FEEDBACK FOR 23-1

NO

You can take charge without being a dictator. This approach would be abrasive to most troops. Your're probably starting out on the wrong foot.



## FEEDBACK FOR 23-2

## EXCELLENT

1. You are accurately complimenting your men on their past performance.
2. You are creating a spirit of cooperation by saying that you intend to work with them.
3. You are establishing a feeling of friendliness without compromising the authority.
4. You are establishing a feeling of respect for your men.

## FEEDBACK FOR 23-3

NO

You are trying too hard to be friendly. By doing so, you will lose much of the Commanding authority of an Officer. Your leader-subordinate relationship will be jeopardized. Second, you should encourage use of the "Chain of Command". Your statement makes it sound like "Don't bother with talking to the NCO's, come straight to me". You will not have time to handle all problems that come up. Also, the NCO's could be alienated by the possibility of being left out of the problem solving process.

MOTION

LT: Hi! I'm Joe Ames, if you have any problems, come and see me. My door is always open.

Camera shows platoon members smiling and NCOs shaking their heads and smiling)

GO TO 28, Point R)

From 23-3

MOTION

LT: My name is Lt. Ames and I'm taking charge of this platoon.

(One or two privates look at each other with disgust and  
shake their heads)

LT: Does anybody have any questions?

(GO TO 29)

From 23-1

## Part 2

## Taking Charge: Meeting the Platoon

LT. ADDRESSING THE PLATOON LATER THAT SAME DAY.

My name is Lt. Ames. I'm your new Platoon Leader. I have just recently graduated from IOBC, and I received my commission from OCS after 3 1/2 years as an enlisted man. During that time, I served as a Rifleman, a Machinegunner, and a Fire Team Leader, so I have a pretty good idea about what's going on from your viewpoint.

Point B - I've only been in the company one day and already I've heard nothing but good things about this platoon. I commend you all for having such a good reputation and I am looking forward to working with all of you.

I have a few basic standards that I want each of you to understand. If you have any gripes, complaints, or problems, use your Chain of Command by talking with your Squad Leader. If the problem cannot be handled at their level, they will move it up the Chain to either the Platoon Sergeant or myself. I expect your appearance and military bearing to be sharp at all times, and I expect you to do the best job you can. I believe that men who work hard and do a good job should be rewarded for it, and those that don't carry their share of the load, should not get the same privileges as those that do.

The goal of this platoon from this point forward is to be number one in everything we do. Our first major challenge is the Platoon Test we have coming up. If we work together as a team, we will have the best platoon in the battalion.

Before I release you for chow, does anyone have any question?

Private Reed raises his hand.

Lt: Yes?

PVT. Reed: What's your policy on promotions?

GO TO 30

From 23-2

From 27

From 27a

From 28

STILL

CONSIDERING THE QUESTION ASKED BY PRIVATE REED, CHOOSE ONE OF THE RESPONSES LISTED BELOW WHICH BEST DESCRIBES YOUR ANSWER:

Lt's Response:

1. Well, as I said earlier, I intend to see to it that if you work hard and do your job, you will get rewarded. (Go to 46)
2. My policy is that there won't be any promotions unless we take first place in the platoon tests. (Go to 34)
3. When it's time for you to get promoted, come and see me and I'll take care of it. (Go to 38)

From 29

## FEEDBACK FOR 30-1

YES

1. You are stating your policy on rewarding good performance.
2. You have realized that you shouldn't say anything too specific until you determine the Company's policy on Promotion.
3. You have promised to get the relevant information and have it available as soon as possible. (It would be wise to make a note on your calendar to obtain the information. It would be embarrassing if PVT Reed asked you next week and you still hadn't checked it out.)



## FEEDBACK FOR 30-2

NO

1. This is not the way to use a potential reward.
2. This statement is vague. It's hard to tell what you mean except that it's a threat.
3. You don't have authority to make this statement.
4. You had better check the company's policy on promotion before you say anything too specific.

## FEEDBACK FOR 30-3

NO

You are getting yourself into trouble:

1. You should receive input from the NCO's.
2. You do not have authority to give a promotion, only to recommend for promotion.
3. You had better check out the company's policy on promotions before you promise anything.

MOTION

LT: My policy is that there won't be any promotions unless we take  
first place in the platoon tests.

(Platoon gives collective sigh of disgust, PLT SGT shakes head in  
disgust)

PVT Wolfe stands up: I don't think that's legal.

GO TO 35

From 30-2

STILL.

What do you say now?

1. Anything I do is legal Private. Any other questions?  
(Go to 36)
2. Any other question? (Go to 37)
3. My point is that I want our platoon to be the best and I will  
do my best to reward those who do well. (Go to 45)

From 34

MOTION

LT: Anything I do is legal Private. Any other questions?

(GO TO 47)

From 35-1

MOTION

LT: Any other question?

(GO TO 47)

MOTION

LT: When it's time for you to get promoted, come and see me and  
I'll take care of it.

PVT Reed: Well I was eligible for promotion last month, and wasn't  
promoted . Can you do something about it?

GO TO 39

From 30

STILL

What do you say now?

1. I'll check into that and let you know. (Go to 40)
2. Let's take care of that right now. SGT Johnson, why wasn't this man promoted? (Go to 41)

From 38



MOTION

LT: I'll check into that and let you know.

Private Reed shows approval and sits down: Thank you, sir.

GO TO 47

From 39-1

MOTION

LT: Let's take care of that right now. Sgt Johnson, why wasn't this man promoted?

SGT Johnson: Sir, I think we ought to discuss this later. (look of embarrassment)

GO TO 42

From 32-2

STILL

What do you say now?

1. You're right Sergeant. I'll get back to you later.

(Go to 43)

2. No, let's take care of this right now. (Go to 44)

From 41

MOTION

LT.: You're right Sergeant. (Turns to soldier) I'll get back to you later.

PVT Reed sits down.

GO TO 47

From 42-1

MOTION

LT: No, let's take care of this right now.

SGT Johnson: (Embarrassed and disgusted) Well sir, PVT Reed was a

Rehab transfer from Charlie Company, because of a drug bust.

(Platoon whispers and PVT Reed looks embarrassed and sits down)

LT: There's your answer, any other questions?

GO TO 47

From 42-2

MOTION:

LT: My point is that I want our Platoon to be the best and I will  
do my best to reward those who do well.

PVT Wolfe: All right, sir. (sits down)

LT: Are there any more questions?

GO TO 47

From 35-3

MOTION

LT: Well, as I said earlier, I intend to see to it that if you work hard and do your job, you will get rewarded. As to specifics, I haven't had time yet to find out Company Policy on Promotion. In a couple of days I can answer that question for you.

PVT Reed: O.K. sir. (sits down)

LT: Any other questions?

GO TO 47

From 30-1

MOTION

Private Smith waves his hand.

LT: Yes?

PVT Smith: The last Lieutenant made us get a haircut every week.

How about you?

GO TO 48

From 46, 45,

From 41, 43, 36

From 40, 36, 37



STILL

CONSIDERING THE QUESTION ASKED BY PVT SMITH, CHOOSE ONE OF THE  
RESPONSES LISTED BELOW WHICH BEST DESCRIBES YOUR ANSWER:

## Lieutenant's Response:

1. Private, I think everyone in this platoon should be treated equal! Everyone in this platoon will get their hair cut once a week. (Go to 52)
2. More important than the length of your hair, is how you do your job. (Go to 53)
3. Army regulations clearly state the Army's position on personal appearance and haircuts. (Go to 54)

From 47

FEEDBACK FOR 48-1

NO

Most soldiers don't need a haircut once a week to meet Army regulations on personal appearance. This policy will probably alienate many platoon members. Also, you have made the statement without any discussion with the NCO's. The NCO is responsible for insuring that subordinates maintain established standards of personal appearance and hygiene, proper wearing of the uniform, and of military courtesy.

## FEEDBACK FOR 48-2

NO

This is probably a license to steal for many of the troops. Further, your statement on personal appearance will inevitably be inconsistent with the Army's policy. Finally, you have stated your policy without talking with the NCO's. The NCO is responsible for insuring that subordinates maintain established standards of personal appearance and hygiene, proper wearing of the uniform, and of military courtesy.

## FEEDBACK FOR 42-3

YES

1. You have referenced the Army's policy on personal appearance and stated that it will be upheld.

2. The NCO is responsible for insuring that subordinates maintain established standards of personal appearance and hygiene, proper wearing of the uniform and of military courtesy. Therefore, you have correctly referred Pvt. Smith to his NCO.

3. You are backing up your Squad Leader's authority in the matter of personal appearance.

4. You have reminded the Squad Leaders of their responsibility for personal appearance.

MOTION

LT: Private, I think everyone in this Platoon should be treated equally. Everyone in this platoon will get their hair cut once a week.

(sigh of disgust---NCO's shake head)

GO TO 55

From 48-1

MOTION

LT: More important than the length of your hair, is how you do your job.

(NCO's shaking their heads no)

LT: Any other questions?

(GO TO 55)

From 48-2

MOTION

LT: Army regulations clearly state the Army's position on personal appearance and haircuts. Talk with your Squad Leader. It's his job to see to it that standards of personal appearance and hygiene are maintained. If your Squad Leader tells you to get a haircut, get a haircut, whether that's once a week, or once a month.

PVT Smith: Thank you, sir. (sits down)

(NCO's nod in approval)

LT: Any other questions?

GO TO 55

From 48-3

MOTION

Private Gordon stands and raises his hand.

LT: Yes?

PVT Gordon: My upper handguard's cracked. What you gonna do 'bout  
it?

GO TO 56

From 52

From 53

From 54



STILL

CONSIDERING THE QUESTION ASKED BY PRIVATE GORDON, CHOOSE ONE OF THE  
RESPONSES LISTED BELOW WHICH BEST DESCRIBES YOUR ANSWER:

Lieutenant's Response:

1. Bring that handguard to me, Private. I'll take care of  
it. (Go to 60)
2. If any of you are having a problem with your equipment, talk  
to the supply Sergeant. That's his responsibility.  
(Go to 61)
3. I think you need to talk to your Squad Leader. If any of  
you are having problems with your equipment, talk to your  
Squad Leader. That's his responsibility. (Go to 62)

From 55

## FEEDBACK FOR 56-1

NO

It is good that you are showing interest and concern for your men. However, you are assuming a responsibility that belongs to the Squad Leader. The NCO's will insure that the individual arms and equipment of subordinates, and all other government property issued to the Platoon is properly maintained and accounted for at all times. Thus, your statement may alienate the NCO's. Also, you won't have time to take care of equipment problems.

## FEEDBACK FOR 56-2

NO

1. The Supply Sergeant is not the man the Private should see about an equipment repair problem. In this case, the Squad Leader is the person responsible. Should the Squad Leader decide a new hand-guard is needed, the Supply Sergeant will be contacted by the Squad Leader.
2. The NCO's will insure that the individual arms and equipment of subordinates, and all other government property issued to the Platoon is properly maintained and accounted for at all times.

FEEDBACK FOR 56-3

YES

The NCO's are responsible for insuring that the individual arms and equipment of subordinates, and all other government property issued to the Platoon is properly maintained and accounted for at all times. You have correctly referred PVT Gordon to the right man. Also, by saying this in front of the entire platoon, you have supported your NCO's while reminding them of this responsibility.

MOTION

LT: Bring that handguard to me Private, I'll take care of it.

Several other soldiers jump up:

My entrenching tool is broken.

My wall locker is broken.

My mask won't fit right.

LT: OK. I'll take care of those things after.

(NCO's shaking heads)

LT: Any other questions?

GO TO 63

From 56-1

MOTION

LT: If any of you are having a problem with your equipment, talk to the Supply Sergeant, that's his responsibility.

PVT Gordon: Yes Sir (sits down)

(NCO shakes his head)

LT: Any other questions?

GO TO 63

From 56-2

MOTION

LT: I think you need to talk to your Squad Leader. If any of you are having problems with your equipment, talk to your Squad Leader, that's his responsibility.

PVT Gordon: Yes, sir. (sits down)

LT: Any other questions?

GO TO 63

From 56-3

MOTION

SP4 Jenson raises his hand.

LT: Yes?

SP4 Jenson: Sir, I know we're going to be in the field training  
for Platoon Tests, and I'd like to be able to tell my wife where  
I'll be so she can get hold of me. She's pregnant and due  
any day now.

LT: Who's your Squad Leader?

SP4 Jenson : Sgt. Ruiz, sir.

GO TO 64

From 60

From 61

From 62



STILL

CONSIDERING THE QUESTION ASKED BY PRIVATE JENSON, CHOOSE ONE OF THE RESPONSES LISTED BELOW WHICH BEST DESCRIBES YOUR ANSWER:

Lieutenant's Response:

1. Well, Sgt Ruiz is accountable for your location. Why don't you check with him. (Go to 75)
2. Sgt Ruiz, put this man on pass immediately, and keep him on pass until his wife has that baby. (Go to 69)
3. Specialist, once we leave for the field, our primary concern is training. (Go to 73)
4. Sgt Ruiz, take this man to the 1Sgt. He's responsible for pregnant wives. (Go to 74)

From 63

## FEEDBACK FOR 64-1

YES

The NCO's are responsible for preparing subordinates to accomplish assigned missions by training subordinates in the basic skills and attributes of a soldier.

The NCO's are also accountable for the location and actions of subordinates while in a duty status. You have referred PVT Jenson to the right man. You have also reinforced the NCO's authority while reminding them of their responsibility.

## FEEDBACK FOR 64-2

NO

You are trying too hard to be a "good guy". This action is too extreme (at least until you find out more about the situation). At the very least, you should consult with the Platoon Sergeant and Squad Leader before you make such a decision.

## FEEDBACK FOR 64-3

NO

This statement indicates lack of concern and lack of respect. Training is one of your primary concerns, but the morale and attitudes of your men must also be considered.

FEEDBACK FOR 64-4

NO

Besides being humorous, this statement is incorrect. The 1Sgt  
is far too busy to run a messenger service for expectant mothers.

MOTION

L.T: Sgt Ruiz, put this man on pass immediately, and keep him on pass until his wife has that baby.

SGT Ruiz: But sir, we need him on the exercise. He's the radio operator.

GO TO 70

From 64-2

STILL

What do you say now?

1. Well, then why don't you let him know where he's going to be so he can tell his wife? (Go to 71)
2. I think his family is important. Put him on pass. (Go to 72)

From 69

MOTION

LT: Sgt Ruiz, why don't you let him know where he's going to be, so  
he can tell his wife?

SGT: Yes sir.

GO TO 76

From 70-1



MOTION

LT: I think his family is important. Put him on pass.

Specialist smiles.

SGT Ruiz frowns.

Platoon Sgt shakes his head no.

GO TO 76

MOTION

LT: Specialist, once we leave for the field, our primary concern is training.

(SP Jensen mad, disgusted sits down)

GO TO 76

From 64-3

G-76

MOTION

LT: Sgt Ruiz, take this man to the ISG. He's responsible for pregnant wives.

(Everyone laughs. Platoon Sgt Shakes his head no)

GO TO 76

From 64-4

G-77

MOTION

LT: Well, Sgt Ruiz is responsible for your location and accountability.

Why don't you check with him.

PVT Jenson: Yes, sir. (sits down)

GO TO 76

From 64-1

MOTION

LT: Are there any other questions?

(NONE)

LT: I'm sure we can all work together to make this the best platoon  
in the battalion. I'll turn you back over to Sgt Johnson now.

(turns to the Platoon Sergeant) Sergeant Johnson, take charge.

(turns and leaves)

E N D

From 75

From 71

From 72

From 73

From 74

APPENDIX H  
PERFORMANCE COUNSELING

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1

APPENDIX H

Performance Counseling

BACKGROUND

You have been the Mortar Plt. Ldr. in A Company for the past two months. During this period, you have had numerous discussions with SFC Smothers, your Plt Sgt. With SFC Smothers' assessment of the personnel, coupled with your own observations, you have determined that all of your section leaders are highly motivated and seem to know their jobs.

However, you have observed that SSG Rogers, your 1st Section Ldr, has performed erratically. Most of his tasks were accomplished with a high degree of competence, but he has performed below standards on a couple of occasions.

1. On last month's FIX, his patrol got completely lost. SFC Smothers said that during a counseling session, SSG Rogers indicated that he had picked up the wrong map sheet.
2. Two weeks ago SSG Rogers' squad was detailed to perform police call at 0700 hrs around the post HQ. He did not get his men there until 0830. During a counseling session with SFC Smothers, SSG Rogers said he failed to arrange for transportation in advance.

Yesterday afternoon, one of SSG Rogers' 1/2 ton vehicles failed a roadside spot inspection. A conversation with the Platoon Sergeant revealed that SSG Rogers was not present at Mortar Stables, which was clearly indicated on the Company training schedule for yesterday morning.

Lt: (casualy sitting at his desk) (cut to clock on 0800, fade to  
clock at 0815) (Lt. looks at watch and is obviously irritated).

Sgt: (knocks at the door)

Lt: "Come in"

Sgt: (walks up to the desk) (salutes) "Sir, Staff Sergeant Rogers reports."

Lt: (returns salute)

GO TO 3



It is 0815 and Sgt Rogers has just showed up for the counseling session.

Choose one of the following introductory remarks.

1. "What in the hell do you think you're doing showing up 15 minutes late?"  
(Go to 8)
2. "I have more important things to do than waiting around the office for someone like you! Do you realize you kept me waiting for 15 minutes?"  
(Go to 9)
3. "Be seated Sgt Rogers. I'm sure you realize you are 15 minutes late?"  
(Go to 10)
4. "Please be seated Sgt Rogers. From everything that Sgt Smothers tells me, and from what I've seen, I know you have the ability and want to do a good job."  
(Go to 54)

# FEEDBACK FOR 3.1

NO

1. You have shown disrespect for the Sgt by keeping him at attention and using profanity.
2. During the first few minutes of the session, it is important to create a relaxed atmosphere. Starting the session in an abusive and disrespectful manner prevented communication between you and the Sgt. As a result, you won't find out why the Sgt has performed below standards on occasions.

FEEDBACK FOR 3.2

NO

1. It is good to remind the Sgt that he was late.
2. On the other hand, your angry tone only serves to break down communication between you and the Sgt.
3. During the early part of the session, it is important to create a relaxed atmosphere.
4. You are not showing Sgt Rogers the respect he deserves.

**FEEDBACK FOR 3.3****GOOD**

1. Even though you may be upset because the Sgt was late, you controlled your anger, and treated him with respect.
2. By speaking in a respectful manner, you will probably create a relaxed atmosphere which is important for effective counseling.
4. You are showing your concern for his being late, while giving him an opportunity to give his explanation.

**FEEDBACK FOR 3.4****NOT THE BEST**

You should have mentioned that he was late for counseling, and asked for his explanation for being late. On the positive side, you acknowledged that he has the ability and takes his job seriously. This shows your respect for the Sgt.

(SFC stays at attention)

Lt: (stated harshly and abruptly) "What in the hell do you think you're doing showing up 15 minutes late? Damnit Sgt, do you think I have all the time in the world?"

Sgt: "No sir." (angrily)

Lt: "Take a seat, Sgt." (abruptly)

Sgt: "Yes sir." (angrily and sits down)

GO TO 11

Lt: "I have more important things to do than waiting around in the office for someone like you. Do you realize you've kept me waiting for 15 minutes?" (angry)

Sgt: Yes Sir.

Lt: Take a seat Sgt. (abruptly)

Sgt: Yes sir (sits down)

CO TO 11

Lt: "Be seated Sgt" (stated firmly, but with respect).

I'm sure you realize that you're 15 minutes late."

Sgt: "Yes Sir"

GO TO 11



How would you respond next?

1. "What kept you Sgt?"

(Go to 15)

2. "Sgt (pause), do you have a good excuse for being late?"

(Go to 16)

3. "You have screwed up one too many times, Sgt."

(Go to 17)

From 8

From 9

From 10

## FEEDBACK FOR 11.1

GOOD

1. You are giving the Sgt an opportunity to explain why he was late.
2. The Sgt was late and you were probably angry, but you controlled your emotions.

## FEEDBACK FOR 11.2

NO

1. You are asking why he was late, but the way you asked it suggests there is no acceptable explanation for being late. You should hear the explanation before making a judgement.
2. Your tone of voice is too authoritative. This will prevent the Sgt from saying what he feels, and the more he talks, the more likely it is that you'll determine what is causing inconsistent performance.

## FEEDBACK FOR 11.3

NO

1. You should give the Sgt an opportunity to explain why he was late.
2. If you are rescheduling counseling because you don't have enough time, then you probably did not allow enough time for the session.
3. If you are rescheduling the session for punishment, then you are hurting both yourself and the Sgt. The Sgt has a problem, and you need to find out what it is as soon as possible.

Lt: "What kept you Sgt?" (firm with respect)

Sgt: "I'm sorry about being late, Lt. I was talking with PFC Lawson about what went on at motor stables yesterday, and lost track of time."

GO TO 18

Form 11-1

Lt: "Do you have a good excuse for being late?" (angrily)

Sgt: "No sir, I guess not."

Lt: "Well what were you doing?"

Sgt: "I was talking to PFC Lawson about his duties at motor stables  
yesterday."

GO TO 18

Lt: "You have screwed up one too many times Sgt. Yesterday, one of your ½ ton vehicles failed a roadside inspection, and today you show up late. (pause) Since you are so late Sgt, I'm going to re-schedule this session for 0600 tomorrow morning. And you better make damn sure you're on time. (threatening tone of voice)  
Do you understand Sgt?"

Sgt: "Yes sir."

Lt: "That's all Sgt."

Sgt: "Yes sir." (stands and salutes)

(Lt. returns salute)

(Sgt turns and leaves)

How would you respond to the Sgt's explanation for being late?

1. "It must have been important to cause you to be late to this meeting."  
(Go to 22)
2. "Need I remind you that I am your Plt Ldr. I have other things to do besides sitting here waiting for you ....."  
(Go to 23)
3. "As a Section Leader, you are responsible for the discipline, control, and training of your section....."  
(Go to 24)

Page 15

Page 16



## FEEDBACK FOR 18.1

GOOD

Ordinarily, it would probably be better to get on to the reason the counseling session was scheduled (i.e., failing of the roadside inspection). However, in this case, the Sgt's discussion with PFC Lawson may be relevant to the failed inspection.

## FEEDBACK FOR 18.2

NO

The first few minutes of the session can be the most critical part of counseling. By using your rank, you have set a negative mood which could prevent effective communication between you and the Sgt.

## FEEDBACK TO 18.3

NO

1. The Sgt is highly motivated and a hard worker. Furthermore, he has the ability to perform his job as indicated by the many tasks he and his unit perform up to standards. In this case, it does not help to make general comments about his responsibilities, because his problems are probably of a more specific nature.
2. Asking why he has performed inconsistently, may not be the best solution. He takes his job seriously, so if he could answer the question himself then he probably could solve his own problems. You need to deal with the details of his problems.

Lt: "It must have been important, to cause you to be late to this meeting."

Sgt: "I had to find out why PFC Lawson didn't check the oil in the vehicle that failed inspection."

Lt: "Were you at motor stables yesterday to supervise PFC Lawson?"

Sgt: "No sir."

Lt: "Why not?"

Sgt: "My troops know how to maintain the vehicles so I sent them to motor stables while I began preparation for the ARTEP. I figured they could handle motor stables without me, but PFC Lawson failed to check the oil level, and it was low in one of the quarter ton vehicles."

GO TO 25

Fr. 1A.1

Lt: "Need I remind you that I am your Plt Ldr. I have other things to do besides sitting here waiting for you. Do you understand Sgt?"

Sgt: "Yes sir." (angrily)

Lt: "Why did your ½ ton vehicle fail the unannounced roadside inspection yesterday?"

Sgt: "PFC Lawson didn't check the oil during motor stables yesterday."

Lt: "Were you at the motor stables yesterday to supervise Lawson?"

Sgt: "No sir."

Lt: "Why not?"

Sgt: "I was getting ready for the ARTEP sir."

GO TO 25

Form 13-2

Lt: "As a Section Leader, you are responsible for the discipline, control and training of your section. It is your responsibility to ensure that each task is understood, supervised and accomplished. Much of what your troops learn comes from your example. (pause) Do you understand what I'm saying, Sgt."

Sgt: "Yes sir."

Lt: "That's all Sgt."

Sgt: (stands and salutes) "Yes sir."

(Lt returns salute)

(Sgt turns and leaves)

FROM 18-3

What would be your next response to Sgt Rogers?

1. "Sgt, you are responsible for the performance and supervision of your unit. You should have been at motor stables yesterday to supervise your troops."

(Go to 29)

2. "It's smart to prepare early for the ARTEP, because good performance on the ARTEP is critical."

(Go to 30)

3. "Sgt, you should have been at motor stables yesterday to supervise your troops. To make sure you understand your responsibilities, I will schedule a vehicle inspection at 0600 hrs, Saturday!!!"

(Go to 29)

From 22

From 23

FEEDBACK TO 25.1

GOOD

The Sgt thinks he had a good reason not to be at motor stables, so you need to remind him that he should have been at motors stables to supervise his section.



FEEDBACK TO 25.2

NO

It is important to be prepared for ARTEP, but the Sgt can not neglect his other assignments in doing so. You must make sure he knows he should have been at motor stables.

FEEDBACK TO 25.3

NO

True, Sgt Rogers should have been at motor stables with his troops, and you should tell him so. But punishing him for his failure to be at motor stables will not help you find out why the Sgt has performed inconsistently. Punishing a hard worker may cause him to show less interest in his work.

Lt: (sincerely without sarcasm) "Sgt, you are responsible for the performance and supervision of your unit. You should have been at motor stables yesterday. Do you understand that Sgt?"

Sgt: "Yes sir (apologetically). I guess I was too worried about the ARTEP."

GO TO 32

Page 3.4

Page 5.1

Lt: "It's smart to prepare early for the ARTEP because good performance on the ARTEP is critical."

Sgt: "Yeah, especially after I messed up the last FTX. I want to do well on the ARTEP."

GO TO 48

How would you respond"

1. "Sgt, to make sure you understand your responsibilities, I may have to take disciplinary action. You're dismissed."  
(Go to 37)
2. "It's important to prepare for the ARTEP, but why were you preparing four months in advance?"  
(Go to 38)
3. "Sgt, you should have been at motor stables yesterday to supervise your troops. To make sure you understand your responsibilities, I will schedule a vehicle inspection at 0600 hours, Saturday!!!"  
(Go to 39)
4. "Failing an unannounced inspection is a serious offense, when it's a result of poor supervision. I have no choice but to recommend an Article 15."  
(Go to 40)

## FEEDBACK TO 32.1

NO

1. The Sgt is already a hard worker and highly motivated, so threats of punitive action will not be effective in improving his performance.
2. Finding the reason for missing motor stables is not the only reason for the session. You also need to determine why the Sgt has been performing inconsistently.
3. It would be helpful to know why the Sgt was so concerned about preparing for ARTEP so far in advance.

FEEDBACK TO 32.2

GOOD

You should acknowledge the importance of preparing for the ARTET; however, it is surprising that preparation began so early. Find out why preparation was begun so far in advance.

## FEEDBACK TO 32.3

NO

1. The Sgt is already a hard worker and highly motivated, so punitive action will not be effective in improving performance.
2. You are punishing Sgt Rogers for missing motor stables, but it is just as important to find out why he has performed inconsistently on other occasions.
3. It would be helpful to know why the Sgt was so concerned about ARTEP so far in advance.



FEEDBACK TO 32.4

NO

1. The Sgt realizes he has made a mistake and it is important that he understand this. Now it's important that you find out why preparation for the ARTEP took priority over being at motor stables. Find out why he was so concerned about ARTEP so far in advance.
2. The Sgt is a hard worker and highly motivated, so punishment with an Article 15 will not improve his performance. Since he is such a hard worker, punishment may actually decrease his desire to try hard.

Lt: "Sgt, to make sure you understand your responsibilities, I may have to take some disciplinary action. You're dismissed."

Sgt: (stands and salutes) "Yes sir."

(Lt returns salute)

(Sgt turns and leaves)

Lt: "It's important to prepare for the ARTEP, but why were you preparing four months in advance?"

Sgt: "After my troops got lost on the FTX last month, I knew it couldn't happen again. I wanted to be ready for the ARTEP."

GO TO 41

Page 12.2

Lt: "Sgt, you should have been at motor stables to supervise your troops. To make sure you understand your responsibilities, I will schedule a vehicle inspection at 0600 Saturday!!!! This should be an incentive for both you and your troops to do better next time. Do you understand what I expect of you, Sgt?"

Sgt: "Yes sir."

Lt: "I certainly hope so. You're dismissed Sgt."

Sgt: (Stands and salutes) "Yes sir."

(Lt returns salute)

(Sgt turns and leaves)

E N D

on 32.3

on 25.2

Lt: "Failing an unannounced inspection is a serious offense when it is a result of poor supervision. I have no choice but to recommend an Article 15. You are a Section Leader and you are responsible for the performance of your troops. When they perform well, you get credit, when they perform poorly, then you take the blame. It is your job to be at motor stables when your troops are there. Do you understand what I expect from you Sgt?"

Sgt: "Yes sir."

Lt: "That's all Sgt."

Sgt: (stands and salutes) "Yes sir."

(Lt returns salute)

(Sgt turns and leaves)

What's your next response?

1. "Sgt, I know you're aware of the mistakes you've made lately. Personal problems can affect anyone's performance...."

(Go to 45)

2. "After what happened on the last FTX, I can understand why you would want to do well on the ARTEP. Good performance on the ARTEP is very important. However, you also have to concentrate on the task at hand....."

(Go to 46)

3. "Sgt, you can not ignore one of your duties just because you think another duty is more important...."

(Go to 47)

4. "From everything that Sgt Smothers tells me, and from what I've seen, I know you have the ability and want to do a good job....."

(Go to 54)

FEEDBACK TO 41.1

NO

It's good to show interest in any of the Sgt's activities which may be affecting job performance. However, there has been nothing indicating that substandard performance is a result of domestic problems. He was late because of an interruption by a soldier, and failed inspection because he felt that other duties should take priority.

## FEEDBACK TO 41.2

GOOD

1. It's good to acknowledge Sgt Rogers' concern over performing well on the next FTX.
2. It's also important to make sure that the Sgt understands the importance of concentrating on the task at hand.



FEEDBACK TO 41.3

NO

The content of what you are saying is correct, but there is no need to say it the way you did. Sgt Rogers is highly motivated so you don't have to talk in a disciplinary fashion. Your tone of voice indicates disrespect for the Sgt. Showing anger only serves to prevent communication between you and the Sgt.

FEEDBACK TO 41.4

NOT THE BEST

1. It's good that you show your appreciation of the Sgt's good points before you begin discussing his inconsistent performance.
2. You should first make it clear that he needs to concentrate on the task at hand in addition to planning for upcoming duties.

Lt: "Sgt I know you're aware of the mistakes you've made lately. Personal problems can affect anyone's performance. Would you like to talk about the problems you're having at home?"

Sgt: "Sir, I'm not having any problems at home."

GO TO 48

Page 11.1

Lt: "After what happened on the last FTX, I can understand why you would want to do well on the ARTEP. Good performance on the ARTEP is very important (pause). However, you also have to concentrate on the tasks at hand. It won't do any good to pass every navigational exercise if other duty performance suffers. Being able to navigate and maintain a vehicle are both important. Right, Sgt?"

Sgt: "Yes sir."

GO TO 48

Page 11.2

Lt: "Sgt, you can not ignore one of your duties just because you think another duty is more important. You should have been at motor stables. Do you understand Sgt?"

Sgt: "Yes Lt, but I....."

Lt: "Damnit Sgt....there are no if's, and's, or but's about it. You should have been at motor stables. Now do you understand what I am saying Sgt?"

Sgt: "Yes sir."

GO TO 55

What would be your next response?

1. "Sgt, you're a hard worker, so I've tried giving you the benefit of the doubt, so far. But your mistakes have got to stop or I'm going to have to take disciplinary action."  
(Go to 52)
2. "Sgt, your personal life is none of my business, but I am concerned about anything that may affect your performance. If you have any personal problems, I would be happy to listen."  
(Go to 53)
3. "From everything that Sgt Smothers tells me, and from what I've seen, I know you have the ability and want to do a good job. I'm particularly impressed by the interest you show in your soldiers."  
(Go to 54)

Fr 15

Fr 16

Fr 17

## FEEDBACK TO 48.1

NO

1. I will not help to reprimand the Sgt. He is highly motivated to do his job, so punishment will not provide greater motivation to perform well.
2. You still need to determine why the Sgt has performed inconsistently lately. You know why he was not at motor stable, but you still need to determine a method to improve his performance.

FEEDBACK TO 48.2

NO

Personal problems can interfere with performance, but there has been no indication that personal problems are interfering with his performance.



## FEEDBACK TO 48.3

GOOD

You have dealt with the failed roadside inspection, and you now need to find out why the Sgt has been performing inconsistently. Before you begin discussing this problem, it is good to reassure the Sgt that you are pleased with the tasks he performs well. This will probably keep the Sgt from being so defensive about his recent mistakes.

Lt. "Sgt, you're a hard worker, so I've tried to give you the benefit of the doubt so far. But your mistakes have got to stop or I'm going to have to take disciplinary action. Your performance is setting a poor example. I cannot continue to tolerate your mistakes. Do you understand Sgt?"

Sgt: "Yes sir."

Lt: "That's all Sgt."

Sgt: (stands and salutes) "Yes sir."

(Lt returns salute)

(Sgt turns and leaves)

Lt: "Sgt, your personal life is none of my business, but I am concerned about anything which may affect your performance. If you have any personal problems, I would be happy to listen?"

Sgt: "Well, my wife has been nagging me a lot lately, but you know how wives are."

(GO TO 89)

From 48.2

Lt: "From everything that Sgt Smothers tells me, and from what I've seen, I know you have the ability and want to do a good job. I'm particularly impressed by the interest you show in your soldiers."

Sgt: "Thanks Lt, I do my best."

Lt: "You have made a few mistakes lately. The FTX, the police call, and now the inspection. Do you have an idea what <sup>maybe</sup> causing your inconsistent performance?"

Sgt: "It just seems like I'm always getting interrupted. Like right before the last FTX, I was talking with one of my men and when I finally realized it was time to go to the FTX, I grabbed the wrong map on the way out."

GO TO 58

Which one of the following responses would you select next?

1. "Sgt I've been more than fair with you. You've messed up three times that I know of. I will not stand for this anymore..."  
(Go to 56)
2. "Sgt, you're a hard worker, so I've tried giving you the benefit of the doubt so far. But your mistakes have got to stop, or I'm going to have to take disciplinary action."  
(Go to 52)
3. "Sgt, I didn't mean to fly off the handle, but I'm really concerned about your inconsistent performance."  
(Go to 57)

Lt: "Sgt, I've been more than fair with you. You've messed up three times that I know of. I will not stand for this anymore. The next time you fail, I will recommend you for punishment under the UCMJ. Do you understand?"

Sgt: "Yes sir."

Lt: "Dismissed!!!"

Sgt: (Stands and salutes) "Yes sir." (turns and leaves)

From 56.1

Lt: (Realizes he has been a little hard on the Sgt) "Sgt, I didn't mean to fly off the handle, but I'm really concerned about your inconsistent performance."

Sgt: "Yes sir, so am I."

GO TO 48

Of the following responses, which one would you choose?

1. "Sgt, if you were a good leader, you would know how to organize your time resources. You haven't done a very good job of it..."  
(Go to 63)
2. "There may be a pattern here...It may be that you have trouble organizing your time and resources."  
(Go to 64)
3. "Sgt, you should make your troops work harder during training so you don't have to spend so much time with them individually..."  
(Go to 71)
4. "I want you to stop giving so much attention to individuals, and concentrate on unit performance."  
(Go to 65)



## FEEDBACK TO 58.1

NO

1. You have been patient enough to determine that the Sgt has an organizational problem; however, there is no need to talk in a disciplinary fashion. The Sgt is already highly motivated, so reprimand will not make him work any harder than he already is.
2. You need to provide a method which will help the Sgt to become more organized.

## FEEDBACK TO 58.2

GOOD

1. You have determined that the Sgt has an organizational problem.
2. In your conversation, you indicate how the problem may have resulted in the Sgt's inconsistent performance.
3. You are providing the Sgt a way to deal with his problem (i.e., the checklist).
4. You informed the Sgt of the problem by talking in a respectful tone.

## FEEDBACK 58.3

NO

1. There is no indication that the troops, at least the majority of them, have not been working hard.
2. All evidence indicates that the Sgt has a problem, not his troops. Try to find out what the problem is.

FEEDBACK TO 58.4

NO

It is possible that the Sgt gives more individual instruction than is needed. And it is true that performance of the unit should not be sacrificed at the expense of improving the skills of an individual. However, the failed roadside inspection, and being late on the police call, was not a result of giving too much attention to individual soldiers.

Lt: (sternly) "Sgt, if you were a good leader you would know how to organize your time and resources. You haven't done a very good job of it. It's not just the recent roadside inspection, you failed to arrange for transportation on the day you had police call. You also need to understand your priorities before you organize your time. You should know that an FTX has higher priority than talking with a single soldier. Do you understand Sgt?"

Sgt: "Yes sir."

Lt: "That's all Sgt."

Sgt: (stands and salutes) "Yes sir."

(Lt returns salute)

(Sgt turns and leaves)

From 58.1

Lt: "There may be a pattern here....It may be that you have problems organizing your time and resources."

\*Sgt: (Looking a little puzzled) "I'm not sure what you mean Lt."

Lt: "Well (pause) when you plan for an assignment, do you ever make a checklist of materials and personnel?"

Sgt: "I make notes."

Lt: "But do you make a list of all the important resources you will need?"

Sgt: "Lt, I know my job, so I do not need a list of everything."  
(a little annoyed)

Lt: (Senses that Sgt is getting defensive) "I don't question your ability Sgt. It just seems that when you get busy, you lose track of important details. If you had made a checklist of resources you needed for the last police call, you would have realized that transportation was not arranged. If you had made a checklist for the last FTX you would have known which map to pick up."

Sgt: "Yes Lt, but a checklist wouldn't have made a difference on the last FTX. I was just in a hurry and didn't have time to check it."

Continued...

Lt: "What I'm really trying to say is that you may have problems organizing both time and resources. The mistake on the last FTX was a result of poor organization of time and resources. In organizing your time, it is just as important to leave time for planning as it is to have a schedule of the actual exercise. For the last FTX, you should have picked up the map during the planning period, not at the last minute. Do you understand Sgt?"

Sgt: "Yes sir, but what do I do when one of my men comes to me for help? How do I fit that into the schedule?"

GO TO 66

Lt: "I want you to stop giving so much attention to individuals and concentrate on Unit performance. The last FTX is a good example. You may have helped the soldier you talked to before leaving on the FTX, but it didn't help the unit when they got lost. It is important to handle problems on an individual basis, but not if it interferes with something as important as an FTX."

Sgt: "I understand what you're saying, Lt, but when a soldier comes to me asking for help, I feel like I should do my best to teach him what he needs to know."

GO TO 66



How would you respond to the Sgt now?

1. "If you're busy when a soldier asks for help, tell him you'll talk to him when you have the time."  
(Go to 70)
2. "Sgt, you should make your troops work harder during training so you don't have to spend so much time with them individually."  
(Go to 71)
3. "It would be helpful to make a daily time schedule, and include a specific time slot to talk with the troops."  
(Go to 72)

FEEDBACK TO 66.1

NO

If a soldier needs immediate help, then you could tell him about any reference material related to his problem. If he needs to see you, set up an appointment at a definite time period.

## FEEDBACK TO 66.2

NO

1. In so many words, you are suggesting that his section is not already working hard, which you have no evidence for.
2. The Sgt feels it's his responsibility to take individual interest in his troops. You should not do anything which curtails this interest.
3. You should find a method to help organize the Sgt's time so that he can give the individual attention which is needed.

## FEEDBACK FOR 66.3

GOOD

1. The Sgt enjoys and feels that it is necessary to give attention to individuals when they need it. You have provided a method to achieve his goal.
2. In an indirect manner, you have mentioned that it is important to be on time for meetings, like today's counseling session, by suggesting the use of time schedules, you have provided a means to help him be on time.

Lt: "If you're busy when a soldier asks for help, tell him you'll talk to him when you have the time."

Sgt: "But Lt, I never seem to have the time."

GO TO 73

From 11.1

Lt: "Sgt, you should make your troops work harder during training, so you don't have to spend so much time with them individually. Your men must learn to do more on their own. Let your troops know you have your own job to do."

Sgt: "Yes sir." (a little annoyed)

Lt: "Are there any questions Sgt?"

Sgt: "No sir."

Lt: "You're dismissed."

Sgt: (stands and salutes) "Yes sir."

(Lt returns salute)

(Sgt turns and leaves)

From 6.2

From 7.1.1

From 10.3

Lt: "It would be helpful to make a daily time schedule and include a specific timeslot to talk with the troops. With a properly prepared schedule, you would have known when to leave this morning to get to our meeting. For your meeting with PFC Lawson, you could have started earlier or had it at another time. When you arrange a meeting, you must remember to allow enough time to accomplish your objective. Time management is critical!"

St: "Lt, I appreciate your advice. I hear what you're saying about the time schedule, but somehow I don't think it's going to be as easy as it sounds."

GO TO 75

From 1-13

From 1-11

How would you answer Sgt Roger's question?

1. "It would be helpful to make a daily time schedule."

(Go to 72)

2. "It's because you are so unorganized, and to be honest with you Sgt, I'm beginning to wonder if you are qualified to be a section leader."

(Go to 74)

3. "Sgt, you should make your troops work harder during training so you don't have to spend so much time with them individually."

(Go to 71)



Lt: "It's because you are so unorganized, and to be honest with you  
Sgt, I'm beginning to wonder if you are qualified to be a section  
leader."

(Sgt's jaw drops and eyes bulge)

Sgt: "Is that all Lt?" (very angry)

Lt: "It will be all for you Sgt, if you don't straighten up. Dismissed!"

Sgt: (stands and salutes) "Yes sir." (turns and leaves)

You have given advice concerning the Sgt's problem so what would you say next?

1. "It may not be easy for you. All I know is that your performance has to improve."

(Go to 79)

2. "Do you have a calendar with time intervals listed on it?"

(Go to 80)

3. "Well I can understand that, Sgt. Some people just don't work well under time schedules."

(Go to 81)

FEEDBACK TO 75.1

NO

1. Threats of punitive action will not make the Sgt try any harder.  
He already is highly motivated to do a good job.
2. The Sgt is right.....it isn't as easy as it soundsto learn  
organizational and management skills. You need to provide a  
method to help him learn these skills.

FEEDBACK TO 75.2

GOOD

You have shown the Sgt how to keep track of his time in an organized  
manner.

FEEDBACK TO 75.3

NO

At this stage, encouragement would be about as ineffective as punishment. The Sgt needs specific information or guidelines on how to improve his organizational skills.

Lt: "It may not be easy for you. All I know is that your performance has to improve. If you don't change, then I will be forced to take disciplinary action. Do you understand what I'm saying, Sgt?"

Sgt: "Yes sir, I understand."

Lt: "That's all Sgt."

Sgt: (stands and salutes) "Yes sir."

(Lt returns salute)

(Sgt turns and leaves)

Lt: "Do you have a calendar like this" (pointing to calendar on desk),  
"with time intervals listed on it?"

Sgt: "Yes sir."

Lt: "Do you mark the time slots for meetings and exercises?"

Sgt: "I mark some events, but I can usually remember the important things."

Lt: "I think you need to make better use of your calendar. You may remember important events, but by marking your schedule on the calendar, it should serve as a reminder what needs to be done when. Not just the exercise itself, but the planning for the exercise. You're also going to have to realize that you can't start something right before you're supposed to be somewhere."

Sgt: "I think I know what you mean, Lt."

GO TO 82

From 82

It: "Well, I can understand that Sgt, some people just don't work well under time schedules. (soft)"

Sgt: "I just don't think I could do that."

It: "Don't worry about it then Sgt, maybe we can try something else then."

(F A D E)

From 75.3



What would be your next response to Sgt Rogers?

1. "Let's make sure. From now on, every morning at 0700 I want you to bring me your time schedule for the day."  
(Go to 87)
2. "Good, unless you have any questions, Sgt, you're dismissed."  
(Go to 88)
3. "Sgt, I want you to prepare a checklist and time schedule for an upcoming exercise. Then we will sit down and talk about it."  
(Go to 86)
4. "Sgt, why don't you review what we've talked about today."  
(Go to 87a)

From

FEEDBACK TO 82.1

NOT THE BEST

Although it is a good idea to follow through and check on Sgt Rogers' understanding of time schedules, you will not have the time to personally check every one of his daily schedules.

FEEDBACK TO 82.2

COULD BE BETTER

You should probably let the Sgt review the meeting to make sure that you are communicating. Also, you are forgetting to follow through. Since the concepts you have been talking about are new ones for the Sgt, it is probably a good idea to give him time to think about the new information; give him a practical assignment where he must use the new information, and conduct a follow-up meeting to monitor his progress.

## FEEDBACK TO 82.3

GOOD, BUT NOT THE BEST.

1. You have given him a practical assignment (i.e., prepare a check-list and time schedule), that will allow you to assess whether the Sgt can apply the new concepts.
2. You have followed up by scheduling a meeting at which you will sit down with the Sgt to give him constructive feedback on what he has done correctly and incorrectly.
3. The only negative thing about this response is the timing. It may have been better to have had the Sgt review the meeting before giving him the assignment.

FEEDBACK FOR 82.4

VERY GOOD

Since you have reached closure on the performance problem, and offered a solution, it is probably a good idea to have the Sgt present his understanding of the meeting. In this way, communication is confirmed and any possible misunderstandings can be removed.

Lt: "Sgt, I want you to prepare a worksheet for an upcoming exercise. We have a live fire mortar demonstration in two weeks. Your section is a part of this demonstration for visiting VIP's. I'm sure you're aware how important it is to perform well."

Sgt: "Yes sir, I do."

Lt: "In addition to the checklist for the resources, I want you to make a time schedule for the demonstration. The time schedule should include time for planning, as well as the demonstration. Do you have any questions about how to prepare the worksheet?"

Sgt: "No sir."

Lt: "Sgt, I'm going to schedule another session with you on Monday at 0800 hrs. I will want to see your worksheet and we will discuss any problems you may be having."

Sgt: "Yes sir."

Lt: "If you do what we've talked about, I'm sure there will be improvements in your performance. You know that your inconsistent performance has got to stop, don't you Sgt?"

Sgt: "Yes sir, I do."

Lt: "If we work together, I think we can lick this problem. If we can't, we may need to get some help from the people at OIC. All right, all Sgt."

Sgt: (stands and salutes) "Yes sir."

(Lt returns salute)

(Sgt turns and leaves)

Lt: (sarcastically) "Let's make sure. From now on, every morning at 0700, I want you to bring me your time schedule for the day."

Sgt: "Yes sir." (angrily)

Lt: "Dismissed."

Sgt: (stands and salutes) "Yes sir!" (angrily and leaves)

Lt: "Sgt, why don't you review what we've talked about today."

Sgt: "First of all, I better quit trying to make up for past mistakes and spend more time planning and organizing for upcoming exercises. When I do my planning, I need to make a list of resources, and check items off the list once I get them. My time schedule will include planning as well as the time of duties or exercises. If I have the time, I should also make a time slot for individual counseling."

GO TO 88a



Lt: "Good, unless you have any questions Sgt, you're dismissed."

Sgt: "No sir I don't have any questions."

Lt: "Thats all Sergeant."

Sgt: (stands and salutes) "Yes sir."

Lt: (returns salute)

Sgt: (turns and leaves)

What would be your next response to Sgt Rogers?

1. "Good. Unless you have any questions, Sgt, you're dismissed."  
(Go to 88)
2. "Let's make sure. From now on, every morning at 0700 I want you to bring me your time schedule for the day."  
(Go to 87)
3. "Sgt, I want you to prepare a checklist and time schedule for an upcoming exercise. Then we will sit down and talk about it."  
(Go to 86)

From 11

## FEEDBACK FOR 88A.1

NO

You are forgetting to follow through. Since the concepts you have been talking about are new ones for the Sgt, it is probably a good idea to give him time to think about the new information. Give him a practical assignment where he must use the information, and schedule a follow-up meeting to monitor his progress.

FEEDBACK FOR 88A.2

NOT THE BEST

Although it is a good idea to follow through and check on Sgt Rogers' understanding of time schedules, you will not have the time to personally check every one of his daily schedules.

## FEEDBACK FOR 88A.3

## EXCELLENT

1. You have given him a practical assignment (i.e., prepare a checklist and time schedule), that will allow you to assess whether the Sgt can apply the new concepts.
2. You have followed up by scheduling a meeting at which you will sit down with the Sgt to give him constructive feedback on what he has done correctly and incorrectly.

What would be your response to the Sgt's statement about his personal life?

1. "I sure do Sgt. Sunday I sat down with a beer....."

(Go to 90)

2. "You know Sgt, sometimes these little problems affect you more than you think...."

(Go to 91)

3. "What has she been complaining about Sgt?"

(Go to 92)

From

Lt: "I sure do Sgt. Sunday I sat down with a beer to watch the basketball game. My wife walks in and reminds me that the lawn needed mowing." (camera begins fading) "By the time we finished arguing, it was half-time. I was so upset I couldn't enjoy the second half."

Sgt: "That's too bad, because that was a hellava game."

Lt: "Yeah"

(Camera fades)

E N D

H-97

From 89.1

Lt: "You know, Sgt, sometimes these little problems affect you more than you think. It doesn't take much to make you lose concentration on what you're doing."

Sgt: "Lt, I know what you're talking about, but I don't think that's the problem. My problems at home don't affect me on the job."

GO TO 97



02

Lt: "What has your wife been complaining about Sgt?"

Sgt: "Just little things, Lt. The other night she got all upset because I forgot to stop at the PX on the way home. Last week she started yelling cause I forgot to mail the bills on time. It's no big deal, Lt."

Lt: "Well Sgt, not paying the bills can lead to some serious problems. It can lead to a bad credit record. A bad credit record reflects poorly on you, and the Army."

Sgt: "I wouldn't want that Lt, but sometimes I get so busy and just forget things I need to do."

GO TO 93

How would you respond next:

1. "Do you ever think about your domestic problems during duty hours Sgt?"  
(Go to 94)
2. "It seems that you may be having problems organizing or keeping track of things to do at home, and at work."  
(Go to 95)
3. "I think it would help if I made an appointment with the Chaplain."  
(Go to 96)

94

Lt: "Do you ever think about your domestic problems during duty hours  
Sgt?"

Sgt: "No Lt, cause my problems aren't that big." (getting a little  
angry)

Lt: "Well Sgt, are you sure things at home are not interfering with  
your job. Please feel free to talk about it because I'll do  
my best to help you."

Sgt: "Look Lt, my personal life is none of your business!!!"

Lt: "As many times as you've screwed up lately, I'm beginning to  
wonder what your business is. "

Sgt: "Is that all Lt?"

Lt: "It's about all for you as a Sqd Ldr, Sgt. Dismissed."

Sgt: (stands and salutes) "Yes sir." (leaves angrily)

E N D

From 93.1

45

Lt: "It seems that you may be having problems organizing or keeping track of things you need to do at home and at work."

Sgt: "I'm not quite sure what you mean, Lt."

Lt: "Well at home you forgot to mail your bills and pick up groceries. At work, you failed to arrange for transportation for a police call."

Sgt: "Yes, Lt., now that you mention it, my problems at home and work do seem kind of similar."

GO TO 58

Lt: "Sgt, you may be right, but I think it would help if I made you an appointment with the Chaplain. He is really much more experienced than I am with these types of problems."

Sgt: "But, Lt, I don't have anything to talk to the Chaplain about!!!"

Lt: "The Chaplain is very personable. I think you'll enjoy meeting with him." (Lt starts making a phone call to the Chaplain)

Fade out

E N D

From

From

What would you say next:

1. "Sgt you may be right, but I think it would help if I made an appointment with the Chaplain....."

(Go to 96)

2. "What has your wife been complaining about Sgt?"

(Go to 92)

**APPENDIX I**  
**PERFORMANCE COUNSELING**

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APPENDIX I  
PERFORMANCE COUNSELING

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## APPENDIX I

### Part 1

Insubordination: Moderate

#### Background

You are 2LT Kozlowski and you have been assigned as a rifle platoon leader for one month. Within the past month SP4 Lowe, a member of the second squad was late for formation twice and SSG Mason, the second squad leader, had to order SP4 Lowe to get a haircut on two occasions. SP4 Lowe has been counseled by both SSG Mason and SFC Kelvin.

Today SP4 Lowe missed formation and SFC Kelvin requests that you talk to SP4 Lowe about his conduct. You tell SFC Kelvin to have SP4 Lowe report to you at 1300 hours today.

During a meeting with Sgts Kelvin and Mason, prior to your session with SP4 Lowe, you learn the following:

1. Lowe is not a very talkative person.
2. Neither Sgts Kelvin nor Mason have been able to identify any factors contributing to SP4 Lowe's change in behavior.
3. Sgts Kelvin and Mason have noticed a gradual decline in Lowe's standard of appearance.
4. Lowe has completed 28 months of his 3 year enlistment with a good record up until now.

GO TO 2

MOTION

(A knock)

LT: "Come in."

SP: (Walks in and salutes) "Sir, Specialist Lowe reports."

LT: (Returns salute)

STILL

What are your opening remarks to SP4 Lowe?

1. "I've received reports that you have violated the UCMJ by missing formation and by disobeying your Squad Leader when he ordered you to get your hair cut." I will not accept this lack of discipline. I'm going to recommend you to the Company Commander for disciplinary action.

(Go to 6)

2. "Stand at ease Specialist. The reason I have called you here is to discuss your poor performance the last month. To be specific...."

(Go to 7)

3. "Take a seat Specialist. I've called you in here because your conduct has been less than satisfactory during the last month. Your past record is proof that you are a very capable soldier. What do you think is going on here?"

Go to 8

4. "Take a seat Specialist. Listen, let's put all the formalities aside. Why don't you tell me what's going on here?"

(Go to 8a)

FEEDBACK 2-1

NOT THE BEST ANSWER

Leaving Lowe at attention will make him feel uncomfortable and unwilling to discuss the situation.

Although Lowe's violations of the UCMJ subject him to possible disciplinary action, it is not a good practice to start off by discussing punishment.

You have delivered the verdict before hearing his side of the story.

From 2

4

FEEDBACK 2-2

VERY GOOD

You are being specific as to the actual incidents you consider definite signs of poor performance by SP4 Lowe.

By allowing SP4 Lowe to stand at ease as opposed to leaving him at the position of attention, you are allowing him to relax enough to understand that you are concerned about his performance, but at the same time you are still in control of the situation.

If SP4 Lowe becomes disrespectful, you can bring him back to attention and get more formal. If SP4 slows cooperation, you can have him take his seat.

FEEDBACK 2-3

NOT THE BEST CHOICE

It's good that you allude to his record as a capable soldier.

You are not being specific about his "standard of conduct" in the last month. When SP4 Lowe leaves your office he knows exactly why he was called in.

When you call a soldier in to discuss something as serious as disrespect and failure to obey an order, you probably shouldn't invite him to sit down immediately.

From 2-3

## FEEDBACK 2-4

No, you are counseling a soldier who has been insubordinate. This approach is probably too informal. It is probably better to maintain a more formal military atmosphere, at least until you can determine more about Specialist Lowe's attitudes. If you maintain a "middle of the road" approach, you can get more formal (if Specialist Lowe shows a bad attitude) or more informal (if Specialist Lowe cooperates).

MOTION

LT: (Stern) "I've received reports that you have violated the UCMJ by missing formation, and by disobeying your squad leader when he ordered you to get your hair cut. I will not accept this lack of discipline. I'm going to recommend you to the Company Commander for disciplinary action. Do you have any questions?"

SP: "No!" (angrily)

LT: "No what, specialist?!!"

SP: "No sir, LT." (sarcastically)

LT: "Dismissed."

(SP salutes and LT returns salute.)

GO TO 2 PED.

STOP EXP.

E N D

From 2-1



MOTION

LT: "Stand at ease specialist." (pause while SP stands at ease) "I have called you here to discuss your poor performance this past month. To be specific, you were late for formation on Monday the 3rd, and Thursday the 6th. As a result, you were counseled by SGT Mason and SGT Kelvin. Then on Friday the 14th, you were ordered to get a haircut, and you had to be told again on Monday the 17th." (slight pause) "Finally, SGT Kelvin reported to me that you missed formation this morning." (slight pause, LT looks up at SP) "Take a seat specialist."

SP: (sits down)

LT: If there's some kind of a problem, I'd be glad to listen.

SP: "No sir."

GO TO 9 EXP

PED

From 2-2

MOTION

LT: "Take a seat specialist." (slight pause) "I've called you in here because your standard of conduct has been less than satisfactory during the last month. Your past record is proof that you are a very capable soldier. What do you think is going on here?"

SP: "Do I have to answer that?"

LT: "Specialist, it's in your best interest to cooperate."

SP: "Yes sir."

GO TO 2 PED

GO TO 9 EXP

MOTION

8a

LT: "Take a seat SP. Listen, let's put all the formalities  
aside. Why don't you tell me what's going on here?"

SP: "I'm not sure what you mean."

LT: "Come on, you know exactly what I'm talking about."

SP: (shakes his head and stares back...pause)

GO TO 8b

STILL

1. "O.K., if that's the way you're going to be, stand at attention."  
(Go to 8c)
2. "Well then, let me remind you of what I'm talking about."  
(Go to 8d)
3. "SGT Kelvin told me that you've really been messing up lately. I intend to find out why."  
(Go to 8e)

MOTION

LT: "O.K., if that's the way you're going to be, stand at attention."

SP: (stands at attention)

LT: "Specialist, you've just told me a lot. I've tried to be understanding and you act like you could care less. I've got your number now. I'm going to talk to the Company Commader and recommend disciplinary action."

SP: (frouwns agrily)

FADE OUT

Lt: Well, let me remind you of what I'm talking about. You were late for formation on Monday the 3rd, and Thursday the 6th. Consequently, you were counseled by SGT Kelvin. Then, on Friday the 14 th, you were ordered to get a haircut, and you had to be told again on Monday the 17th. Finally, SGT Kelvin reported to me that you missed formation this morning. (slight pause, LT looks up at SP)

LT: If there's some kind of a problem, I'd be glad to listen.

SP; No Sir.

Go to 9

MOTION

8e

LT: "SGT Kelvin told me that you've been really messing up lately. I intend to find out why. "

SP: "Oh he did, did he? He should talk!"

LT: "What do you mean by that?"

SP: "That man doesn't know what he's doing, that's what."

GO TO 9c

STILL

What would you say now?

1. "You haven't been in trouble before. Now I know something is going on here and I'm going to find out one way or another."  
(Go to 12)
2. "Specialist Lowe, up until this last month, you were an outstanding soldier, then all of a sudden you started going downhill. I just can't figure it out?"  
(Go to 13)
3. Don't you like the Army anymore?  
(Go to 9a)
4. Have the NCO's been coming down on you too hard?  
(Go to 9b)
5. Can you give me good reasons for all those offenses?  
(Go to 9f)

From 7

From 8



MOTION

LT: "Don't you like the Army anymore?"

SP: "No."

GO TO 14

MOTION

LT: "Have the NCO's been coming down on you too hard?"

SP: (snickers) "They always come down too hard. They're  
the ones with the attitude problems."

GO TO 9c

STILL

1. "Judging from your recent performance, you've got something to do with it."

(Go to 9d)

2. "Really, if the NCO's are causing problems, I want to know about it."

(Go to 9e)

MOTION

LT: "Judging from your recent performance, you've got something to do with it."

SP: (pause) "I just don't want to be in the Army anymore."

GO TO 14

MOTION

LT: "Really, if the NCO's are causing problems, I want to know about it." (gets out pencil and paper)

LT: "Specialist, I want you to give me names and details."

SP: "Well, first of all....."

(CAMERA FADES OUT)

MOTION

LT: "Can you give me good reasons for all those offenses?"

SP: "Well... like this morning, I had this bad headache - I couldn't even see straight. I went to formation anyhow, but I was late. Then last week... (trying to remember)... let's see ... it was Tuesday I think ...there was a good reason..... I can't remember right now.

GO TO 9g

STILL

1. "Reason or not, when there are this many problems, something is wrong. It seems something has changed your attitude toward the Army."

(Go to 9h)

2. "Well then, we'll just wait here until you can."

(Go to 9i)

MOTION

LT: "Reasons or not, when there are this many problems, something is wrong. It seems something has changed your attitude toward the Army."

SP: "Well sir, I just don't want to be in the Army anymore."

GO TO 14



MOTION

LT: "Well then, we'll just wait here until you can."

SP: "But sir, there were good reasons, but I just forgot them."

LT: "I'm waiting."

SP: "You're calling me a liar." (mad)

LT: "Come to attention! You've just confirmed my suspicions. I'm going to recommend disciplinary action. Dismissed!"

END

**FEEDBACK****NOT THE BEST CHOICE**

Threatening SP4 Lowe will probably not work. This strategy is likely to make Lowe defensive and even more resistant to talking about the problem.

From 9-1

## FEEDBACK 9-2

## VERY GOOD

Lowe is not willing to discuss the situation and there are several approaches you could use to encourage him to open up. In this example, you have indirectly asked Lowe for his help in determining the cause of his recent poor performance.

From 9-2

FEEDBACK 9-3

NOT THE BEST

SP4 Lowe must be experiencing doubts about his role in the Army or he wouldn't be in this situation.

It is good to try to discover what is bothering SP4 Lowe. However, try to stay away from questions which can be answered by a yes or no. Ask open-ended questions so that SP4 Lowe feels free to offer explanations.

FEEDBACK 9-4

NOT THE BEST

Most people in trouble will look for something or someone else to blame it on. You may only be feeding SP4 Lowe with an excuse.

Your statement indicates a lack of confidence in the NCOs that SP4 Lowe may capitalize on.

## FEEDBACK 9-5

There is probably a better way to proceed.

It is good that you are doing some fact finding. However, most people will have some reason for their behavior whether real, imagined, or contrived. Given the number of recent offenses, it might be better to assume some common underlying problem exists and try to get at that general problem.

MOTION

LT: "You haven't been in trouble before. Now I know something is going on here, and I'm going to find out one way or another."

SP: (angry/defensive) "Sir, nothing's wrong."

LT: (frustrated and/or agitated) "So, you don't have any excuse for your recent performance?"

SP: "I guess not, sir."

LT: "Since you have nothing to say for yourself, you leave me no choice but to recommend you to the Company Commander for disciplinary action. That will be all Specialist." (sharply)

SP: "Yes sir!"

(LT and SP exchange salutes and SP leaves)

GO TO 9 PED

STOP EXP

E N D

From 9-1

MOTION

LT: "Specialist Lowe, up until this last month you were an outstanding soldier, then all of a sudden you started going down hill." (slight pause) "I just can't figure it out." (pensive)

SP: (slight pause) "Well sir, I just don't want to be in the Army anymore."

GO TO 14 EXP

PED

From 9-2



STILL

What would you say now?

1. "Why don't you want to be in the Army anymore?"

(Go to 17)

2. "Well Specialist, I think the situation is very simple.

You have 8 more months to serve, regardless of whether you like it or not."

(Go to 18)

3. Isn't the Army what you thought it would be?

: (Go to 14a)

4. It's no bed of roses but you're serving your country and certainly making a decent living. You should be thankful to live in a country where you've got choices to make. You made a choice to join the Army and you should be proud to serve.

(Go to 14b)

From 13

LT: Isn't the Army what you thought it would be?

SP: Well, Yeah --I guess so.

LT: Then why don't you want to stay in the Army?

SP: There's something else I'd rather do.

LT: What's that Specialist?

SP: My best buddy opened a motorcycle shop back home last month and he wants me to come home and help him run it. So I really don't care about what happens to me in the Army anymore.

GO TO 19

MOTION

LT: "It's no bed of roses, but you're serving your country and certainly making a decent living. You should be thankful to live in a country where you've got choices to make. You made a choice to join the Army and you should be proud to serve.

SP: (defensively) "I'm as loyal as you or anybody else here!"

LT: "Well then, why don't you act like it?" (loud)

FADE OUT WITH THEM BICKERING

FEEDBACK 14-1

VERY GOOD

Lowe is beginning to loosen up and talk about his problem, but is still hesitant, so prompts to elicit further information are most appropriate.

From 14

## FEEDBACK 14-2

## NOT THE BEST CHOICE

Although at some point you may feel it is necessary to remind Lowe of his duty as a soldier, it is poor timing to do so now. Lowe is beginning to loosen up and talk about his problem and you need to encourage this to gather more information about the situation.

From 14

## FEEDBACK 14-3

Most people will look for someone or something to blame their problems on. In this case you are suggesting to SP4 Lowe that Army life may be the cause of the problem.

Since SP4 Lowe has begun to open up, let him tell you what the problem is. Ask probing questions that don't suggest answers. Let him give the answers.

FEEDBACK 14-4

NOT THE BEST

What you said is all true, but most people would react defensively. They will think "I'm no traitor, I just missed three (3) formations." Many people don't like to be lectured to on an emotional topic like patriotism.

MOTION

LT: "Why don't you want to be in the Army anymore?"

SP: "There's something else I'd rather do." (hesitantly)

LT: "What's that Specialist?"

SP: "My best buddy opened a motorcycle shop back home last month and he wants me to come home and help him run it. So I really don't care about what happens to me in the Army anymore."

GO TO 19 EXP.

PED

From 14-1



MOTION

LT: "Well, Specialist, I think the situation is very simple. You have 8 more months to serve regardless of whether you like it or not. You have two choices, either straighten up or face the possibility of a Courts Martial." (slight pause) "Have I made myself clear?"

SP: "Yes sir." (very dejected)

LT: "Very well then, you're dismissed."

(LT and SP exchange salutes)

GO TO 14 PED

STOP EXP

E N D

From 14-2

STILL

What would you say now?

1. "Specialist, do you realize that your performance in the Army could affect your civilian life?"  
(Go to 23)
2. "You're just going to have to make your buddy understand that you have a commitment to the Army."  
(Go to 25)
3. "How do you feel about running a motorcycle shop the rest of your life?"  
(Go to 26)
4. What's your buddy's name and phone number?  
(Go to 19a)

MOTION

LT: "What's your buddie's name and phone number?"

SP: "Jim Sloan....427-8966....But what has that got to do with this?"

LT: "I'm going to set him straight. Believe me, after I talk with him, he won't be bothering you anymore!"  
(starts dialing)

SP: "But...but...."

FADE OUT

## FEEDBACK 19-1

## VERY GOOD

By pointing out the negative outcomes which could arise from unacceptable performance, you are forcing SP4 Lowe to think about things he has probably ignored.

Also by advising SP4 Lowe that poor performance in the Army will have a direct bearing on his civilian career, you are establishing another incentive for SP4 Lowe to maintain an acceptable level of performance.

From 19

## FEEDBACK 19-2

## NOT THE BEST CHOICE

SP4 Lowe is having trouble resolving a problem of conflicting goals and priorities. On the one hand there is the job with the bike shop, and on the other hand there is his obligation to the Army. To best help SP4 Lowe, you should explain the importance of honoring his commitment to the Army. Only when Lowe understands this, will he be able to make his buddy understand the situation.

From 19

FEEDBACK 19-3

NOT THE BEST CHOICE

Although it's important for SP4 Lowe to consider future prospects with the bike shop, you should first emphasize to SP4 Lowe the importance of honoring his commitment to the Army.

From 19

## FEEDBACK 19-4

No, it will sound like you intend to contact his friend. This should probably not be done. You need to change SP\$ Lowe's mind, not his friend's.

MOTION

LT: "SP, do you realize that your performance in the Army could effect your civilian life?"

SP: "No way! My buddy said that once I'm out, the Army can't touch me."

LT: "That's not true. Let me give you some examples. If you continue to disregard Army Regs, you could eventually end up with a bad conduct, or even with a dishonorable discharge. In either case, your discharge status would be forwarded to the F.B.I. and be recorded effectively as a felony charge. You would lose all V.A. benefits, and you would not receive civil service preference or re-employment rights; nor would you receive any relocation expenses following your discharge." (slight pause) "Do you get the picture?"

SP: "Yes sir, I hadn't considered any of that."

GO TO 24

From 19-1



MOTION

LT: "Eight months isn't very long, and you need to stay straight for this period of time. I'll be glad to help you, but you've got to make an effort too. Don't throw away 28 months of good service. Do you understand?"

SP: "Yes sir."

LT: "Now about your missing formation. I am not going to take any formal action this time; however, our platoon has been committed to supply range guards for the entire weekend. I'm going to notify SGT Kelvin that you will be one of those men and I expect you to do a good job." (slight pause)  
"The next time you step out of line, I won't hesitate to recommend you for punishment under the UCMJ." (slight pause)  
"Do you understand what I expect of you SP Lowe?"

SP: "Yes sir, I sure do."

LT: "You're dismissed."

SP: (stands and salutes)

LT: (returns salute)

SP: (turns and leaves)

E N D

From 23

MOTION

LT: "You're just going to have to make your buddy understand that you have a commitment to the Army.

SP: My buddy understands that. It's just that I'm not sure about how I feel.

(Go to 23)

From 19-2

MOTION

LT: "How do you feel about running a motorcycle shop the rest of your life?"

SP: (shrugs) "I haven't really thought that far ahead."

LT: "Is the shop in good shape?"

SP: "I'm not sure. My buddy wasn't very good with math in high school."

(Go to 26a)

From 19-3

## CHOICE

1. You're just going to have to make your buddy understand that you have a commitment to the Army. (Go to 25)
2. Specialist, it sounds like you really haven't thought this thing through. (Go to 26b)
3. Specialist, do you realize that your performance in the Army could affect your civilian life? (Go to 23)

## MOTION

LT: Specialist, it sounds like you really haven't thought this thing through.

SP: I've thought about it enough to know I want out of the Army!

LT: I don't think you're thinking at all!

SP: Oh yeah!

Fade out

## Appendix I

### Part 2

Insubordination: Severe

#### Background

PVT McCluskey has been in the Army two years and is still a Private (E-1). He has received three transfers within the Battalion. While with his first unit, he received a company grade Article 15 for two days AWOL, and with the second unit he received a field grade Article 15 for assaulting a Private. He has now been in your platoon for two months. During this time he has been counseled on several occasions by your Platoon Sergeant, SFC Kelvin, for being late to duty assignments and for disappearing during duty hours.

Counseling sessions have proven ineffective in improving PVT McCluskey's duty performance or his regard for other people.

SFC Kelvin has just come to you with another problem concerning PVT McCluskey.

GO TO OPENING SCENE OF LT AND SFC MEETING IN LT'S OFFICE

MOTION

## OPENING SCENE

SFC Kelvin and LT Kozlowski are in LT's office, sitting across from each other at LT's desk.

SFC: "LT, I have PVT McCluskey waiting outside your office.  
I'm having trouble with him again."

LT: "What's he done now, Sgt?"

SFC: "Sir, PVT McCluskey refused to get his hair cut."

GO TO 3

STILL

What would you say now?

1. "Sgt, what do you think we should do with PVT McCluskey?"

(Go to 7)

2. "Tell me exactly what you said to PVT McCluskey and his response."

(Go to 8)

3. "Sgt, I suggest you go see the Company Commander and take PVT McCluskey with you."

(Go to 9)

4. "Sgt, I suggest we go see the Company Commander and take PVT McCluskey with us."

(Go to 9a)



**FEEDBACK 3-1****NOT THE BEST CHOICE**

Although it's a good idea to ask SFC Kelvin for his opinion, you need to collect the facts about the situation first. SFC Kelvin's statement was too vague to determine the specific nature of PVT McCluskey's infraction. You therefore, need to find out exactly what happened.

FEEDBACK 3-2

VERY GOOD

SFC Kelvin's initial statement of the situation was very vague and you should determine the exact nature of PVT McCluskey's infraction before talking with him.

FEEDBACK 3-3

NOT THE BEST CHOICE

SFC Kelvin has followed the appropriate chain of command by coming to you first, and you should attempt to deal with problem. Only after you are well informed of the situation should you decide whether it is a matter for you or the Company Commander to handle. The Company Commander is going to want to know the facts. You don't have all the information you need.

MOTION

LT: "SGT, what do you think we should do with PVT McCluskey?"

SFC: "Sir, he's had several Article 15's and he's been bounced from one platoon to another. He's nothing but a trouble maker. I suggest we transfer him."

GO TO 3 PED

GO TO 10 EXP

From 3-1

FEEDBACK 3-4

NOT THE BEST CHOICE

Only after you are well informed of the situation should you decide whether it is a matter for the Company Commander. The Company Commander is going to want to know facts. You don't have all the information you need.

MOTION

LT: "Tell me exactly what you said to PVT McCluskey and his response."

SFC: (Pulls out a small notebook from his pocket and reads from his notes) "During morning formation yesterday, I ordered PVT McCluskey that he had 24 hours to get his hair cut. This morning, PVT McCluskey reported for formation with no evidence of a haircut. I then asked PVT McCluskey why he had not gotten his hair cut and he replied: 'Hey, no pinhead Army clod tells me when to get a haircut'."

LT: "So he's disobeyed an order and shown disrespect. What do you suggest we do with PVT McCluskey?"

SFC: "Sir, he's had several Article 15's and he's been bounced from one platoon to another. He's nothing but a trouble maker. I suggest we transfer him."

GO TO 10 PED

EXP

From 3-2

MOTION

LT: "SGT, I suggest you go see the Company Commander, and  
take PVT McCluskey with you. Dismissed."

(LT and SGT exchange salutes. SGT is visibly disgusted)

GO TO 3 PED

STOP EXP

E N D

From 3-3

LT: "SGT, I suggest we go see the Company Commander and  
take PVT McCluskey with you."

(All leave together)

Fade out

Fade

(Show them coming out of  
Company Commander's Office)

(Private smiling)

LT: "You should have told me there were no witnesses."

SGT: "You didn't ask."



STILL

What would you say now?

1. "Send in PVT McCluskey and I'll talk to him, and you're dismissed, SGT."  
(Go to 14)
2. "I agree our platoon would function much better without PVT McCluskey. How about a transfer?"  
(Go to 16)
3. "Send in PVT McCluskey and I'll talk to him. And SGT, I want you to be present."  
(Go to 17)
4. "Send in PVT McCluskey and I'll talk to him. Meanwhile, would you please standby outside?"  
(Go to 13a)

From 7

From 8

FEEDBACK 10-1

NOT THE BEST CHOICE

You should not dismiss the SGT, but rather have him present while you talk with PVT McCluskey. If you decide to recommend courts martial, the SGT's corroboration of your meeting with PVT McCluskey could be crucial to the case.

FEEDBACK 10-2

NOT THE BEST CHOICE

Transferring PVT McCluskey to another unit would not be in the best interest of the Army. Previous transfers have not proven effective in improving PVT McCluskey's performance.

FEEDBACK 10-3

VERY GOOD

It is a good idea to have the SGT present while you talk with PVT McCluskey. If you decide to recommend courts martial, the Sgt's corroboration of your meeting with PVT McCluskey could be crucial to the case.

FEEDBACK 10-4

NO

It is a good idea to have the SGT present while you talk with PVT McCluskey. If you recommend Court Martial, the SGT's corroboration of your meeting with PVT McCluskey could be crucial to the case.

LT: "Send in PVT McCluskey and I'll talk to him. Meanwhile,  
would you please stand by outside?"

(Add 14 "Q")

MOTION

LT: "Send in PVT McCluskey and I'll talk to him. You're dismissed, Sgt."

(SGT and LT exchange salutes. SGT leaves and on his way out the door, you can hear him telling PVT McCluskey to go in to see the LT.)

PVT: "PVT McCluskey reports." (sloppy salute, doesn't say "sir", hair long for military standards, slouching posture)

LT: "PVT, I want you to go outside and come back in again. And this time show the appropriate military bearing and respect."

PVT: LT, you've gotta be kidding."

LT: (getting irritated) "PVT, I suggest you "can" the sarcasm and do as you're instructed."

PVT: "Oh yea, and who's going to make me?"

GO TO 15

LT: (a bit more controlled) "You've given me sufficient ground just now for recommending Courts Martial charges for disobeying my order, and for disrespect to an officer."

PVT: (sarcastic) "Well good luck with that, LT, because you don't have a single witness. It'll just be your word against mine."

CAMERA FADES OUT

GO TO 10 PED

STOP EXP

E N D

From 14



MOTION

LT: "I agree, Sgt. Our platoon would function much better without PVT McCluskey. How about a transfer?"

SGT: "Yes sir, LT. Let's dump this problem onto someone else."

LT: (nods his head) "I'll recommend transfer proceedings begin immediately."

CAMERA FADES OUT

GO TO 10 PED

STOP EXP

END

From 10-2

MOTION

LT: "Send in PVT McCluskey and I'll talk to him. And Sgt,  
I want you to be present."

SFC: (goes to door, opens it) "Pvt McCluskey, come in and  
report to the LT."

(PVT McCluskey follows SFC Kelvin to LT's desk and SFC steps  
to one side, with PVT standing in front of desk)

PVT: "PVT McCluskey reports." (sloppy salute, does not say  
"sir", hair long for military standards, slouching  
posture)

LT: "PVT, I want you to go outside and come back in and report  
again. And this time show the appropriate military bearing  
and respect."

(PVT McCluskey re-enters)

PVT: "Sir, PVT McCluskey reporting, sir." (cocky)

GO TO 18

LT: "Go out and come in again. You're going to do it until  
you do it right."

PVT goes out and comes in again - again slightly cocky.

(Go to 18)

STILL

What would you say now?

1. "SGT Kelvin has reported to me that you disobeyed an order and you were disrespectful to him. What do you have to say for yourself?"  
(Go to 21)
2. "PVT McCluskey, are you aware of your rights under Article 31 of the UCMJ?"  
(Go to 22)
3. "Go out and come in again. You're going to do it right."  
(Go to 17a)
4. "Take a seat Private. (sits down) If there's any kind of personal problem that's causing these performance problems, be glad to listen."  
(Go to 21a)

From 17

FEEDBACK 18-

NOT A GOOD CHOICE

You are required to determine whether PVT McCluskey is aware of his rights under Article 31 of the UCMJ, prior to questioning him. Otherwise, anything he says could be inadmissible as evidence in a Courts Martial.

FEEDBACK 18-2

VERY GOOD

You are required to determine whether PVT McCluskey is aware of his rights under Article 31 of the UCMJ prior to questioning him. Otherwise, anything he says could be inadmissible as evidence in a Courts Martial.

FEEDBACK 18-3

NOT THE BEST

PVT McCluskey has made his attitude clear. It is probably just as well to get on <sup>with</sup> ~~the~~ the problem.

FEEDBACK for 18-4

NOT THE BEST

There is certainly nothing wrong with trying to help people solve personal problems which may be affecting their performance. However, the timing might be questioned. His prior record and the attitude he has shown you today are cues that he may not be very receptive to personal counseling. It is advisable to address the performance problem first. Also, if your interest is to conduct personal counseling, you should probably dismiss SGT Kelvin.



MOTION

LT: "SGT Kelvin has reported to me that you disobeyed an order and you were disrespectful to him. What do you have to say for yourself?"

PVT: "I didn't feel like getting a haircut, and I let him know it."

LT: "So you admit to these infractions. You've just guaranteed yourself a Courts Martial."

PVT: "Big deal. I've been there before, and nothing I've said can be used against me in court. You didn't bother to ask whether I'm aware of my rights. Boy, are you green."

CAMERA FADE

GO TO 18 PED

STOP EXP

E N D

From 18-1

I-81

LT: "Take a seat, Private. (sits down) If there's any kind of personal problem that's causing these performance problems, I'd be glad to listen."

SP: (Smiles) My only personal prblm is SGT Kelvin here."

(Glares at SGT Kelvin)

(Go to 21b)

1. Stand at attention Private, you're out of line.

(Go to 21c)

2. SGT Kelvin, why don't you wait outside a minute.

(Go to 21d)

3. What do you think we should do about this situation,  
Private McCluskey?

(Go to 21e)

LT: Stand at attention Private, you're out of line.

(Edit in p 22)

LT: "SGT Kelvin, why don't you wait outside a minute."

SGT: "Yes Sir." (leaves)

LT: "I want you to tell me in detail what the problem is."

SP: "Well Sir, I think the problem is, that when I was a kid,  
I hated my mommy and daddy."

LT: (getting irritated) "PVT, I suggest you can the jokes."

PVT: "Oh yeah, who's going to make me?"

LT: "You've given me sufficient ground for recommending  
Court Martial charges for disrespect."

PVT: "Well good luck with that, LT, because you don't have a  
single witness. It'll be your word against mine."

Fade out

LT: "What do you think we should do about this situation,  
Private McCluskey?"

PVT: "Well Sir, I'm going to level with you. The problem is  
these NCO's, they walk around here like they're God or  
something."

LT: "Give me an example."

PVT: "Sure thing, last week this guy -----

Fade out  
with SGT frowning

MOTION

LT: "PVT McCluskey are you aware of your rights under Article 31 of the UCMJ?"

PVT: (snickers) "No sir." (cocky)

LT: (opens the UCMJ handbook and reads Article 31 outloud)  
"Do you understand these rights I have just read to you?"

PVT: (exaggerates nodding his head) "Oh yes sir!" (cocky)

LT: "SFC Kelvin has reported to me that you disobeyed an order and were disrespectful to him. What do you have to say for yourself?"

PVT: "I didn't hear an order."

LT: (rising inflection) "SFC Kelvin?" (glances toward the Sgt)

SFC: "Sir, I have the entire platoon as witness to my order, and PVT McCluskey's response."

LT: (looks at PVT McCluskey) "Now Private, what do you have to say?"

PVT: "I don't need a haircut."

GO TO 23

From 18-2

STILL

What would you say now?

1. "PVT McCluskey, the length of your hair is not in accordance with AR670-1."  
(Go to 26)
2. "PVT McCluskey, you will get a haircut immediately."  
(Go to 27)
3. "Is there a good reason for not wanting your hair cut?"  
(Go to 27a)
4. "PVT, is there some personal problem you're having?"  
(Go to 27b)

From 22



FEEDBACK 22-1

VERY GOOD

You have told PVT McCluskey that he does need a haircut, because his appearance does not conform to Army Standards.

FEEDBACK 22-2

NOT THE BEST CHOICE

Telling PVT McCluskey to get a haircut does not address his claim that he doesn't need one. Furthermore, given PVT McCluskey's blatant disregard for authority, giving him an order at this time is likely to elicit further antagonism and lead to the session getting out of your control.

FEEDBACK for 23-3

NOT THE BEST

Most people will be able to come up with a good excuse for their mistakes (real or contrived). Given PVT McCluskey's attitude, you should probably forget the excuses and move to the heart of the problem.

FEEDBACK for 23-4

NOT THE BEST

It is probably best to resolve the performance problem before attempting personal counseling. You should probably dismiss the Sergeant if you intend to conduct personal counseling. Finally, given PVT McCluskey's exhibited attitude, it is doubtful whether personal counseling would succeed.

MOTION

LT: "PVT McCluskey you will get a haircut immediately."

PVT: "I already told you LT, I don't need a haircut."

LT: (belligerent) "Look PVT, either you get a haircut or I'll shave your whole head clean."

PVT: "Yeah? Well you just try it."

LT: (gets up from his desk and plunges toward PVT McCluskey.  
SFC jumps between LT and PVT to break it up).

CAMERA OUT

GO TO 23 PED

STOP EXP

E N D

From 23-2

MOTION

LT: "PVT McCluskey you will get a haircut immediately."

PVT: "I already told you LT, I don't need a haircut."

LT: (belligerent) "Look PVT, either you get a haircut or I'll shave your whole head clean."

PVT: "Yeah? Well you just try it."

LT: (gets up from his desk and plunges toward PVT McCluskey.  
SFC jumps between LT and PVT to break it up).

CAMERA OUT

GO TO 23 PED

STOP EXP

E N D

From 23-2

LT: "Is there a good reason for not wanting your hair cut?"

SP: "Yes Sir, and I tried to explain to SGT Kelvin but as usual he wouldn't listen."

LT: "Go on."

SP: "Well, I have been meaning to get it cut but these things kept coming up. First - - - - -"

Fade out

with SGT frowning

LT: PVT, is there some personal problem you're having?"

SP: (smiles) "My only personal problem is SGT Kelvin here."

(glares at SGT Kelvin)

(Go to 21b)



## CHOICE

1. That's enough. Private McCluskey, the length of your hair is not in accordance with AR 670-1. (GO TO 29)
2. Take a seat Private McCluskey. SGT Kelvin, why don't you wait outside for a minute. (GO TO 30)

(Private standing, SGT present)

LT: That's enough. Private McCluskey, the length of your hair is not in accordance with AR 670-1.

(Edit in rest of page 26)

LT: Take a seat Private McCluskey. SGT Kelvin, why don't you wait outside for a minute.

(Edit in rest of 21 d)

**APPENDIX J**

**PERSONAL CRISES: EMERGENCY LEAVE AND SUICIDE THREAT**

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APPENDIX J

PERSONAL CRISES: EMERGENCY LEAVE AND SUICIDE THREAT

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APPENDIX J

Part 1

Emergency Crises: Emergency Leave

1

BACKGROUND

You are 2LT Ferguson. You have been assigned as 3rd Plt Ldr in A Company for the past 7 months. You are presently on duty as the Battalion Staff Duty Officer for the 1/7th Infantry. It is 0200 hrs.

MOTION

2

A KNOCK AT THE DOOR

LT: "Come in."

PFC: (walks up to desk and salutes) "Sir, PFC Williams, Charlie  
Company reports. My CQ sent me over here."

LT: (returns salute)

PFC: "I really need to talk to you sir." (worried)

LT: "O.K. Take a seat."

PFC: "Sir, I just got a call from my mother. My father had a  
heart attack and was taken to the hospital. I need to go  
home right away."

-----

GO TO 3

STILL

What do you say now?

3

1. I'm sorry to hear about your father, but don't get upset. It might not be that serious. You can see the Chaplain about it when he comes in.  
(Go to 8)
2. I'm sorry about your father, but I can't help you with that now. It's 2 o'clock in the morning. Why don't you see your 1SG as soon as he comes in.  
(Go to 10)
3. I'm sorry to hear about your father. What can I do to help?  
(Go to 12)
4. That's really too bad. We need to work fast on this. I had a man in my company just last week whose father died of a heart attack before he could get home.  
(Go to 17)



FEEDBACK FOR 3.1

NO

1. You may be trying to relieve the Private's anxiety, but you risk coming across as challenging his ability to interpret the situation.
2. The Private may feel that your suggestion that the situation is not urgent is simply a way for you to avoid dealing with his problem.
3. Your referral to the Chaplain may also be seen as an avoidance tactic. It also delays action on the problem. This response can only serve to increase the Private's concern and initiate frustration.
4. The Chaplain is not necessarily in a better position to handle this problem. This is especially true since he is not immediately available. In an emergency you cannot always rely on others. You must know what to do.

STILL

## FEEDBACK 3.2

NO

1. Emergencies happen at all hours. The fact that it is 2 o'clock in the morning is no excuse to avoid the problem.
2. It might appear to the Private that you are doubting his story, and completely lacking in sympathy.
3. Your response delays action on the situation. It will increase the Private's anxiety and may cause anger and/or frustration.
4. In an emergency you cannot always rely on others. You must know what to do.

STILL

6

FEEDBACK FOR 3.3

GOOD

1. Your response is empathetic and supportive. It shows your concern and readiness to offer immediate aid to resolve the problem.
2. Your response allows you to further appraise the situation.

STILL

7

FEEDBACK FOR 3.4

NO

1. Your response is empathetic, but not carefully thought out. It focuses attention on the most threatening outcome. It will most likely raise the Private's level of anxiety, and lead to additional problems.

LT: "I'm sorry to hear about your father, but don't get upset. It might not be that serious. You can see the Chaplain about it when he comes in."

PVT: "But what if it is serious!?" (shouts) "I want to do something right now!"

-----

GO TO 3 PED

GO TO 9 EXP

From 3-1

STILL

What do you say now?

1. (Points to phone on other desk) "O.K. then, why don't you use that phone and call the Chaplain?"  
(Go to 32)
2. "Then go see the lSG when he comes in. He might be able to do something for you."  
(Go to 33)
3. "O.K., if you think it's that serious, I'll call the Red Cross for assistance."  
(Go to 9a)

LT: "O.K., if you think it's that serious, I'll call  
the Red Cross for assistance."

GO TO 21

LT: "I'm sorry to hear about your father, but I can't help you with that now. It's 2 o'clock in the morning. Why don't you see the 1SG as soon as he comes in?"

PFC: (shouts emotionally) "But sir, this is an emergency!"  
(frustrated) "I can't wait for the 1SG. I've got to do something now!"

-----

GO TO 3 PED  
GO TO 11 EXP

From 3-2



STILL

What do you say now?

1. "That will be all Private. I've got other work to do. Your ISG will handle it."  
(Go to 34)
2. "O.K., then....I'll call the Battalion Adjutant and have him take care of it." (picks up phone)  
(Go to 35)
3. "O.K., if you think it is an emergency, I'll call the Red Cross for assistance."  
(Go to 11a)

LT: "O.K., if you think it is an emergency, I'll call  
the Red Cross for assistance."

GO TO 21

MOTION

12

LT: "I'm sorry to hear about your father. What can I do  
to help?" (empathetically)

PFC: "Well sir, I....I don't really know. I just know I've  
got to get home to see my dad."

-----

GO TO 13 EXP/PED

From 3-3

STILL

What do you say now?

1. "The first thing I have to do is have the Red Cross check this out. I can't just take your word for this."  
(Go to 19)
2. "Don't worry. I'm sure we can work things out. The first thing we have to do is contact the Red Cross."  
(Go to 20)
3. "No problem. I'm the Acting Commander and I'll approve your leave."  
(Go to 27)

## FEEDBACK FOR 13.1

NO

1. Verification by the Red Cross is a necessary first step, but your choice of words directly challenges the Private's integrity, and makes this the main issue rather than focusing on resolving his crisis.

## FEEDBACK 13.2

## GOOD

1. Your approach is consoling, positive, and direct.  
It creates an encouraging atmosphere.
2. Contacting the Red Cross is a necessary first step  
for verification of the emergency, and obtaining  
other assistance.
3. You have informed him of the need for verification  
without challenging his integrity.

## FEEDBACK FOR 13.3

NO

You are acting too hastily. By failing to verify the emergency crisis, you are making a mistake and will most likely receive a stern reprimand by higher authority.

MOTION

LT: (sympathetically) "That's really too bad. We need to work fast on this. I had a man in my company just last week whose father died of a heart attack before he could get home."

PFC: (very upset) "Oh my God! I don't know what I'd do if that would happen to me!"

-----

GO TO 3 PED

GO TO 18 EXP

From 3-4



STILL

What do you say now?

1. "Calm down Private. Heart attacks aren't always that serious. Some guys have 5 or 6 of them."

(Go to 36)

2. "Don't worry I'm sure we can work things out. The first thing we need to do is contact the Red Cross."

(Go to 18a)

LT: "Don't worry, I'm sure we can work things out. The first thing we need to do is contact the Red Cross."

GO TO 21

MOTION

19

LT: "The first thing I have to do is have the Red Cross check this out. I can't just take your word for this." (abruptly)

PFC: "What do you mean you can't take my word for this?"  
(angrily and stands) "Do you think I'm a liar?"

(FADE OUT)

GO TO 13 PED

STOP EXP

From 13-1

MOTION

20

LT: "Don't worry. I'm sure we can work thing out. The first thing we have to do is contact the Red Cross. Once they verify your father's condition, I'll call your Company Commander and get approval for your emergency leave."

PFC: "Yes sir."

GO TO 21 EXP/PED

From 13-2

What information should you get from the service member before calling the Red Cross?

GO TO 22 EXP/PED

From 9-3

From 11-3

From 18

From 20

LT: (takes out pen and pad) "I'll need your full name and service number."

PFC: "My name is Thomas P. Williams, and my service number is 267-49-0327."

LT: (writing information down) "O.K. How about your father's name....his address....and the hospital he's in?"

PFC: "My father's name is David E. Williams and his address is 4030 Hillman Blvd., Akron, Ohio. My mother said he was in the South Side Hospital."

LT: (still writing) "Alright, that's fine." (finishes writing)  
"Do you have enough money for an airline ticket?"

PFC: "No sir. All I've got is \$10.00."

-----

GO TO 23 PED/EXP

STILL

What do you say now?

1. "I can't help you with that. Do you have a buddy who can lend you the money?"  
(Go to 28)
2. "That's a personal problem. I can't help you with that."  
(Go to 30)
3. "That's O.K. In most emergencies the Red Cross will loan you the money."  
(Go to 31)

From 22

## FEEDBACK FOR 23,1

NO

1. Yes you can help and you need to know how.
2. You are putting a burden on the Private to get money at a time when he is under emotional stress.



## FEEDBACK FOR 23.2

NO

1. The fact that the problem is personal does not mean you can not help. In this situation, you should help.
2. This appears to be an abrupt brush-off lacking in a serious attempt to resolve the problem.

## FEEDBACK FOR 23.3

GOOD

1. The Red Cross is the proper referral agency for all loans in this situation.
2. Your response is positive and assuring, and the Red Cross will need to verify the situation in order to make the loan.

MOTION

27

LT: "No problem. I'm the acting Commander and I'll approve your leave."

PFC: "That's great sir. I need to get home as soon as I can."

(FADE OUT)

(FADE IN- LT in Company Commander's office standing at attention)

CO: (strong voice) "LT you put that man on emergency leave without checking the facts with the Red Cross? I'll remember this when I'm filling out your OER!"

LT: (Look of shock)

(FADE OUT)

GO TO 13 PED

STOP EXP

From 13-3

MOTION

LT: "I can't help you with that. Do you have a buddy who can lend you the money?"

PFC: "No sir, but I heard somewhere that the Red Cross will lend you money in emergencies."

-----  
GO TO 23 PED

GO TO 29 EXP

STILL

What do you say now?

1. "Private, we're just going to have to wait until morning to find out about the money."  
(Go to 37)
2. "I should have thought of that. I'll call the Red Cross and see if they can help us out."  
(Go to 38)

MOTION

LT: "That's a personal problem. I can't help you with that."

PFC: "I thought the Army had ways of helping its soldiers out in emergencies? What about the Red Cross?"

GO TO 23 PED

GO TO 29 EXP

From 23-2

MOTION

LT: "That's O.K. In most emergencies the Red Cross will loan you the money. It may take a couple hours for them to check on your father's condition, so we need to get the ball rolling." (looks up number and begins to dial....On phone to Red Cross) "This is 2LT Ferguson, Bn Staff Duty Officer from the 1/7th Infantry. I have PFC Thomas P. Williams of Charlie Company who just received a call from home informing him that his father had a heart attack, and I'll need some assistance in verifying the situation." (FADE OUT)

(FADE IN.....LT ON PHONE) "Thank you very much."

(hangs up) "Why don't you go back down to the Company, get your things together and check on airline schedules. I'll call your company CQ when I get word back from the Red Cross."

PFC: "Yes sir. Thank you sir."

(Stands and salutes and leaves)

E N D

LT: (points to phone on other desk) O.K. Then, why  
don't you use that phone and call the Chaplain."

PFC: (with anger and loud. Jumps up) "Doesn't the Army  
care about me? You haven't helped me at all!"

(FADE OUT)

STOP EXP



MOTION

33

LT: "Then go see the 1SG when he comes in. He might be able to do something for you."

PFC: (frustrated) "I can't wait around all that time!" (Jumps up and shouts) "I'm goin' home now!!" (walks out in a huff)

LT: (screams) "Come back here Private! Do you hear me?!"

(FADE OUT)

STOP EXP

From 9-2

LT: "That will be all Private. I've got other work to do. Your 1SG  
will handle it."

PFC: " But sir.....!" (frustrated)

LT: (firmly) " That will be all Private!"

PFC: "Yes sir." (upset)

STOP EXP

END

MOTION

LT: "O.K. Then....I'll call the Battalion Adjutant and have him take care of it." (picks up phone)

PFC: "Yes sir. I'd appreciate it."

LT: (Dials telephone....FADE OUT)

(FADE IN) "Yes sir. I am sorry I woke you up. It won't happen again sir. Yes sir, I understand. It's my responsibility, sir." (gulp, gulp)"And it's all in the Staff Duty Officer's Book."

(FADE OUT)

STOP EXP

E N D

From 11-2

J-38

MOTION

LT: "Calm down Private. Heart attacks aren't always that serious. Some guys have five or six of them."

PFC: "That's easy for you to say LT. It's not your father we're talking about." (frustrated and angry) "You're not helping me at all."

(FADE OUT)

STOP EXP

E N D

From 18-1

MOTION

LT: "Private, we're just going to have to wait until morning to find out about the money."

PFC: "I can't wait until tomorrow morning to get started on this sir." (Gets up and walks off dejectedly saying to himself)  
"I knew I never should have joined the Army."

STOP EXP

E N D

From 29-1

MOTION

LT: (surprised look) "I should have thought of that. I'll call the Red Cross and see if they can help us out. It may take a couple hours for them to check on your father's condition, so we need to get the ball rolling." (looks up number and begins to dial.....on phone to Red Cross)

"This is 2LT Ferguson, Bn Staff Duty Officer from the 1/7th Infantry. I have PFC Thomas P. Williams of Charlie Company who just received a call from home informing him that his father had a heart attack, and I'll need some assistance in verifying the situation." (FADE OUT)

(FADE IN....LT ON PHONE) "Thank you very much." (hangs up)

(to Private) "Why don't you go back down to the company, get your things together and check on airline schedules. I'll call your Company CQ when I get word back from the Red Cross."

PFC: "Yes sir. Thank you sir." (stands up, salutes and leaves)

STOP EXP

E N D

From 29-2

J-41

Appendix J

Part 2

1

Emergency Crises: Suicide Threat

BACKGROUND

You are 2LT Houser. You have been a Platoon Leader in B Company for 5 weeks.

MOTION: A KNOCK AT THE DOOR

LT: "Come in"

SGT: (walks up to desk and salutes) "Sir, SGT Franklin reports.  
I need to talk to you about one of the men."

LT: (returns salute) "O.K., SGT take a seat."

SGT: "It's PFC Lewis, sir"

LT: "Oh yes...Lewis. What's the problem?"

SGT: "Well sir, he was one of the best men in the outfit when  
he first got here, but lately his performance is miserable.  
He's really changed."

LT: "What exactly has he been doing wrong?"

SGT: "This morning he was late to formation for the third time  
in two weeks. I've had the Squad Leader counsel him and  
I've talked with him, but he just hasn't responded. He's  
been slacking off on all his duties. It seems like he's  
in a daze half the time. Like I said before, he was one  
of our best soldiers. He qualified expert on the rifle  
range, and the best in the Platoon on the last barracks  
inspection. He used to get involved in everything, had  
alot of friends, but lately he keeps to himself and  
doesn't get along with people. I'm really worried about  
him."

GO TO 3



What do you say now?

1. "It sounds like this man needs some motivation SGT.  
I don't want you to let him get away with anything."  
(Go to 22)
2. "A" Company is short of people .... I'll try to get him  
transferred over there. Maybe a change of scenery will  
shape him up.  
(Go to 24)
3. It sounds like this guy's getting too far out of line.  
Send him in to me immediately and I'll straighten him  
out.  
(Go to 26)
4. It sounds like this man is headed for serious problems.  
Have him report to me immediately.  
(Go to 8)

FEEDBACK FOR 3.1

NO

1. You have not adequately assessed the problem, nor recommended a clear solution. You are avoiding responsibility for these decisions and pushing it off on the SGT.
2. You are implying a lack of confidence in the SGT's judgment. He thought the problem was serious enough to bring to your attention, but you are simply shifting the responsibility back to him.

FEEDBACK FOR 3.2

NO

1. You have made a decision without fully assessing the nature of the problem and its seriousness.
2. "Getting rid" of Lewis is an avoidance of the problem. By transferring him to another company only shifts the responsibility to someone else.
3. Delaying action on this potentially serious problem could have disastrous consequences.

FEEDBACK FOR 3.3

NO

1. You are focusing attention only on the Private's poor duty performance, and failing to consider the underlying causes.
2. "Chewing him out", in this case, is not likely to solve his problem, and may make it worse.

FEEDBACK FOR 3.4

GOOD

1. You have correctly recognized that the abrupt change in the private's behavior could indicate a serious situation.
2. You also recognized that you need to see the Private personally to adequately assess the situation.
3. You have accepted personal responsibility to look into the problem without delay.

LT: "It sounds like this man is headed for serious problems.  
Have him report to me immediately."

SGT: "Yes sir, I'll send him right in."

FADE OUT

GO TO 9 PED/EXP

Continued on Page 9

MOTION

FADE IN.....A KNOCK AT THE DOOR

LT: "Come in."

PFC: (lethargic and remote) "PFC Lewis reports sir. The SGT said you wanted to see me."

LT: "Have a seat."

(PFC slumps down, avoids eye contact)

LT: "PFC Lewis, you've been one of our best soldiers. You qualified expert on the rifle range. You were the best in the Platoon on the last barracks inspection. This shows you can do an outstanding job."

PFC: "Yes sir, I guess so." (hesitantly)

LT: "I understand that over the last couple of weeks your performance has changed. SGT Franklin tells me you've been late to morning formation three times in the last two weeks. What's been going wrong?"

PFC: "Everything sir.." (pause) "Nothing works out right anymore." (despondently)

LT: "What isn't working out right? Could you be more specific?"

PFC: (shakes head) "Aw...you wouldn't want to hear about it."

LT: "Why don't you give me a try?"

GO TO 10 PED/EXP

PFC: "Well...I found out about two weeks ago that my parents are getting a divorce." (shakes head) "Can you believe that? They've been married for 22 years...Then there's Ellen, my ex-girl. She wanted to get married and I didn't. It just wasn't going to work out, so I told her to forget the whole thing...Can you believe she started dating some other guy already? A lot she cares about me. My buddies think I did the wrong thing, dumping her like that, but what do they know? Why should I listen to them? They don't care about me... not really. You think people care... you think you can trust them, but that's not the way it is."

LT: "Sounds like you've been bottling things up for the last couple of weeks." (empathetically)

PFC: "Yes sir, the last few weeks have been terrible. I really get down in the dumps. Sometimes it seems like there's no way out...A few times I even thought of ending it all for good...One of these times I'm afraid I might really do it." (despondently)

GO TO 11 PED/EXP



What do you say now?

1. "You feel depressed because of your parents' divorce and because of splitting up with your girl. Don't you think things will work out over time?

(Go to 15)

2. "Suicide's the cowards' way out. You've got to stand up and fight your problems.

(Go to 27)

3. O.K., so things have been rough for you lately. Things are rough for a lot of the men here. You're going to have to pull yourself together or you'll wind up facing a courts martial.

(Go to 28)

FEEDBACK FOR 11.1

GOOD

1. Your response shows empathy, continues to build rapport, and encourages the Private to express his true feelings.
2. You are providing an opportunity to learn more so that you may assess the plausibility of the Private's intentions.

FEEDBACK FOR 11.2

NO

1. The implication of cowardice may jeopardize any rapport you may have established.
2. You are putting the burden of problem solution on the Private at a time when he is unlikely to be able to handle it.
3. You are reprimanding the PFC and not making a genuine attempt to solve the problem.

FEEDBACK FOR 11.3

NO

1. Shows a lack of empathy and disregard for the potential seriousness of the situation.
2. Threat of a courts martial will only add to the Private's anxiety. It is a dangerous response since it might lead the Private to take his life.

## MOTION

LT: "You feel depressed because of your parents' divorce and because of splitting up with your girl." (pause) "Don't you think things will work out over time?" (with empathy)

PFC: "I just don't know." (shakes head) "Things have been getting worse and worse. Last night it was so bad I went out and bought a couple bottles of sleeping pills....but I couldn't go through with it."

GO TO 16 PED/EXP

From 11.1

What do you say next?

1. "I'm very concerned about you Lewis, and I want you to feel free to talk over your problems with me."  
(Go to 29)
2. "I'm very concerned about you Lewis. I think the situation is serious enough that you should have some professional help."  
(Go to 21)
3. "Well Lewis, I'll arrange for you to see the Chaplain about your personal problems. My main interest as your Platoon Leader is in the performance of your military duties."  
(Go to 31)
4. "I'm concerned about you Lewis. I'll have the SGT excuse you from duty today. Go back to your barracks and relax. I'll see you at 0800 tomorrow."  
(Go to 34)

FEEDBACK FOR 16.1

NO

1. You are showing concern with the Private's problems, and you are making an effort to help him solve them.
2. But he will need professional assistance in handling a complex psychological problem of this nature. This type of counseling is beyond your scope.

FEEDBACK FOR 16.2

GOOD

1. You have skillfully learned of Lewis' suicidal intention and his specific actions to carry them out. You have confirmed the serious nature of his problems.
2. You are properly seeking professional psychological help before the situation gets any worse.



FEEDBACK FOR 16.3

## NOT THE BEST

1. Referral to the Chaplain may be an adequate temporary solution. He can provide sympathy and support, but the Private will need specialized psychological counseling.
2. The distinction you are making between personal and military problems is invalid. Your concern should be with the total soldier.

FEEDBACK FOR 16.4

NO

1. You are showing concern with the Private's problems, and you are making an effort to help him solve them.
2. But, giving him the day off and sending him back to his barracks will further isolate him from social interaction. In this situation he is likely to dwell on his problems and deepen his state of depression. This could have serious consequences.

LT: "I'm very concerned about you Lewis. I think the situation is serious enough that you should have some professional help. I'll discuss this with the Company Commander right away. I'm sure he'll want me to make an appointment for you at the Community Mental Health Clinic as soon as possible."

PFC: "Yes sir."

GO TO 37 PED/EXP

LT: "It sounds like this man needs some motivation, SGT. I don't want you to let him get away with anything."

SCT: (frustrated) But, sir, I've been chewing him out, counseling him, having personal talks with him and nothing has worked. That's why I came to you."

LT: "Keep at it until you make it work, Sgt."

SGT: " I don't think you understand, sir." (frustrated) "This man could have serious problems. I think he needs professional help."

-----  
GO TO 3 PED  
GO TO 25 EXP

What do you say now?

1. "O.K., Sgt, if you think it's that serious send him in immediately and I'll talk to him."

(Go to 32)

2. "I'm in charge here, Sgt, and I'll decide what to do."

(Go to 33)

LT: "'A' Company is short of people...I'll try to get him transferred over there. Maybe a change of scenery will shape him up."

SGT: "Well, Lt, that would get you off the hook, but what about Lewis? I think he's got some serious psychological problems, and dumping him on A Company isn't gonna solve them. Don't you care what happens to him?" (disgust and upset)

-----

(GO to 3) PED  
(Go to 23) EXP

From 3.2

What do you say now?

1. "O.K., Sgt, if you think it's that serious, send him in immediately and I'll talk to him."

(Go to 32)

2. "I'll determine how serious this man's problems are, Sgt. Right now, I want you to make sure he doesn't get out of line again."

(Go to 35)

LT: "It sounds like this guy's getting too far out of line. Send him in to me and I'll straighten him out."

SGT: "Yes sir, but I think we're going to have to find out what's causing all this if we're really going to straighten him out. Chewing him out isn't enough. He's got some serious emotional problems."

LT: "SGT, we can't tolerate this poor duty performance, and I don't intend to pamper him. I'll handle him my way."

GO TO 3 PED  
E N D EXP

From 3.3



LT: "Suicide's the coward's way out. You've got to stand up and fight your problems." (reprimand)

PFC: "I've been fighting them long enough, but you wouldn't understand that. You don't really care what happens to me. I'm not a coward.... I'll show you....I'll show everybody!" (bolts out)

LT: (screams) "Come back here, Private Lewis.....Lewis!"

FADE OUT

GO TO 11 PED

STOP EXP

From 11.2

LT: "O.K., so things have been rough for you lately. Things are rough for a lot of the men here. You're going to have to pull yourself together or you'll wind up facing a court martial." (reprimand)

PFC: "Go ahead and court martial me, LT....I don't care what you do."  
(frustrated anger)

FADE OUT

GO TO 11 PED

STOP EXP

LT: "I'm very concerned about you, Lewis, and I want you to feel free to talk over your problems with me. Sleeping pills are not the answer."

PFC: (shakes head) "Well, sir, I just don't know what the answer is."  
(despondent)

-----  
Go to 16 PED  
Go to 30 EXP

From 16.1

STILL

What do you say now?

1. "I'm concerned about you, Lewis. I'll have the SGT excuse you from duty today. Go back to your barracks and relax. I'll see you at 0800 hours tomorrow."  
(Go to 34)
2. "I'm going to give you some personal counseling and we'll get this situation straightened out right now."  
(Go to 36)
3. "I'm very concerned about you Lewis. I think the situation is serious enough that you should have some professional help."  
(Go to 21)

From 29

LT: "Well, Lewis, I'll arrange for you to see the Chaplain about your personal problems. My main interest as your Platoon Leader is in the performance of your military duties. You've fallen down in this area and I intend to put a stop to it."

PFC: "Yes, sir, if you say so." (despondent)  
(salutes and leaves)

FADE OUT

FADE IN

Chaplain on phone to Company Commander.....

CH: "Yes, Cpt, that's right. I referred PFC Lewis to the Mental Health people. It's obvious to me that he's got serious depression problems and he need psychological help. I can't understand why LT. Houser referred him to me."

CO: "Thank you, Chaplain. I'll have a talk with Lt. Houser about this."

FADE OUT

GO TO 16 PED

From 16.3

LT: "P.L., Sgt, if you think it's that serious send him in immediately  
and I'll talk to him."

SGT: "Yes, sir. I'll go get him."

(Go to 9) EXP

LT: "I'm in charge here, Sgt, and I'll decide what to do." (firmly)

"That'll be all."

SGT: "Yes, sir." (salutes and exits)

LT: (dials phone) "Hello Cpt. Holmes.....I've got a man who I'd like  
to have transferred to "A" Company."

FADE OUT

E N D

STOP EXP

LT: "I'm concerned about you, Lewis. I'll have the Sgt. excuse you from duty today. Go back to your barracks and relax. I'll see you at 0800 tomorrow."

PFC: "Yes, sir." (unenthusiastically)  
(salutes and leaves)

FADE OUT

FADE IN - PFC Lewis in barracks, sitting slumped over on bunk, hands on head. Gets up, walks over to wall locker - opens and reaches for pills (close up) .....

THE BIG FADE OUT FOR PFC LEWIS

GO TO 16 PED  
STOP EXP

From 16.4 and 30.1



LT: "I'll determine how serious this man's problems are, SGT. Right now  
I want you to make sure he doesn't get out of line again."

SGT: "But, sir....."

LT: "That'll be all, SGT." (firmly)

SGT: "Yes, sir." (salutes and exits) (resentfully)

FADE OUT

STOP EXP

MOTION

LT: "I'm going to give you some personal counseling, and we'll get this situation out right now." (pause) "Why don't you tell me about your family life."

PFC: (blank expression)

FADE OUT (shot of clock)

FADE IN

LT: (worn out, frazzled, at wits end, etc.) "Private, we've been sitting here for over two hours and I just can't seem to get anywhere. I'm going to refer you for some professional help. I'll call the CO, I'm sure he'll want me to arrange an appointment for you at the Community Mental Health Clinic as soon as possible."

PFC: "Yes sir."

GO TO 37 PED/EXP

From 30-2

What do you say now?

1. "Why don't you go back to your barracks and take it easy while I make the necessary arrangements."

(Go to 51)

2. "Just sit there and relax while I make the necessary arrangements."

(Go to 52)

3. "I want you to wait in the orderly room outside my office while I take care of these arrangements for you." (then privately, tell NCO to keep an eye on Lewis)

(Go to 41)

## FEEDBACK FOR 37.1

NO

1. Excusing PFC Lewis while you make the arrangements for his referral to the Community Mental Health Clinic is a good idea. Having Lewis remain while these arrangements are made could create a stressful situation for him, BUT
2. Sending him back to his barracks without supervision is not a good idea. In this situation, he is likely to dwell on his problems and deepen his state of depression.

FEEDBACK FOR 37.2

NO

Having PFC Lewis remain while you make arrangements for his referral to the Community Mental Health Clinic could create an awkward and stressful situation for both you and the Private.

## FEEDBACK FOR 37.3

GOOD

1. You need to feel free to answer any questions which might arise concerning PFC Lewis's condition as directly as possible.
2. Keeping PFC Lewis in the room while you make arrangements for his referral to the Community Mental Health Clinic could create an unnecessarily stressful situation for the Private.

LT: "I want you to wait in the orderly room outside my office while I take care of these arrangements for you. It shouldn't take too long. I'll send for you when I finish."

PFC: "Yes, Sir." (salutes and leaves)

LT: (calls NCO in orderly room) "This is Lt. Houser. I just sent PFC Lewis out there to wait while I make some calls. I want you to be sure that he doesn't leave the orderly room. Also, I want you to get Sgt. Franklin and have him report to me."

(Continued)

Go to 42 PED/EXP

LT: (calls Company Commander) "I'd like to speak with Capt. Baker.

This is 2Lt. Houser...(pause).....Hello, Capt. Baker, I'm  
calling about one of the men in my platoon, Private Michael Lewis.  
He's been having some serious emotional problems and I want to  
refer him to the Community Mental Health Clinic for help....."

FADE OUT

(Go to 43)



FADE IN

LT: "Yes, sir. I'll call CMHC right now. Thank you, sir."

LT: (calls CMHC) "This is 2Lt. Houser, I'd like to make an appointment for PFC Michael Lewis. He's been having some serious problems with depression and told me that he has been considering suicide. I've talked to the Company Commander and he'd like to have someone see Lewis as soon as possible....."

FADE OUT

(Go to 44)

MOTION: FADE IN - KNOCK AT THE DOOR

LT: "Come in."

SGT: (walks up to desk and salutes) "Sgt Franklin reports, sir."

(Go to 45)

What do you say now?

1. "Come in, Sgt, and shut the door. I want to fill you in on what I've decided about PFC Lewis."

(Go to 48)

2. "Sgt, please get PFC Lewis and bring him in here. I want to tell you what's been going on."

(Go to 58)

## FEEDBACK FOR 45.1

GOOD

1. It is a good idea to brief the Sgt. separately. You can discuss the situation with him openly without fear of upsetting PFC Lewis.

## FEEDBACK FOR 45.2

NO

1. Matters will be complicated if you try to brief the Sgt. and PFC Lewis at the same time.
2. The Sgt. may have suggestions or questions which he would be hesitant to raise in Lewis' presence.
3. Briefing the Sgt. in Lewis' presence could create additional stress for the private.

LT: "Come in, Sgt, and shut the door. I want to fill you in on what I've decided about PFC Lewis. I've made arrangements for him to go to the Community Mental Health Clinic at 1330 today. In the meantime, I think it would be best if he did some work for you so you can keep an eye on him. Be sure he's kept busy, and if any problems come up I want you to notify me immediately. Do you understand, Sgt.?"

SGT: "Yes, sir. I'll take care of it."

(Go to 49)

LT: "Good. Now, go get Lewis and bring him in here. I'll let him know what's going on."

SGT: "Yes, sir." (salutes and goes to get Lewis)

(Sgt Franklin and PFC Lewis return)

Lt: "PFC Lewis, I've made all the arrangements for you to see Capt. Collins at the Community Mental Health Clinic at 1330. I want you to report to me at 1300 and I'll take you over. You've been a good soldier and I want to do whatever is necessary to get you back on the right track."

PFC: "Yes, sir. Whatever you think is best."

LT: "I'm going to have you do some work for Sgt. Franklin until this afternoon. If you have any problems I want you to talk to the Sgt. Can I count on you?"

(Go to 50)

PFC: "Yes, sir."

LT: "Very good. I'll see you at 1300."

(PFC stands, salutes and leaves with Sgt.)

E N D



LT: "Why don't you go back to your barracks and take it easy while I make the necessary arrangements."

PFC: "Yes, sir." (salutes and leaves)

(shot of clock - an hour passes)

(Plt. Sgt. Franklin has arrived at the Lt.'s office)

SGT: "No, sir, he's not in the barracks. We've looked everywhere and no one has seen him since he left your office. I think he's gone AWOL, sir. What do we do now?"

LT: (Look of surprise and confusion)

FADE OUT

LT: "Just sit there and relax while I make the necessary arrangements."

PFC: (sits nervously)

LT: (calls Company Commander) "I'd like to speak with Capt. Baker.  
This is 2Lt. Houser.....(pause).....Hello, Capt. Baker, I'm  
calling about one of the men in my platoon, PFC Michael Lewis.  
He's been having some serious emotional problems and I want to  
refer him to the Community Mental Health Clinic for help....."

PFC: (worried)

LT: "Well, sir, he's been extremely depressed and has been considering  
suicide.....yes, sir, I think he means it.....well, he's very  
despondent and lethargic.....his parents just got a divorce  
and his girl left him.....his daily performance has fallen  
alot and he just doesn't seem to have any friends....no, sir,  
I really don't think he's just trying to get out of the Army....."  
(Continue)

(Go to 53)

PFC: (slumped over with head hanging, wringing hands and shaking head)

LT: (notices Private's reaction)

(Go to 54) .

What do you say now?

1. "Well, sir, I'd rather not talk about that. Private Lewis is in the room."  
(Go to 55)
2. "Excuse me for a minute, sir.....PFC Lewis, maybe it would be best if you waited in the orderly room until I finish making these arrangements." (privately tell NCO to keep an eye on Lewis)  
(Go to 56)
3. Excuse me for a minute, sir.....PFC Lewis, maybe it would be best if you waited in your barracks until I finish making these arrangements.  
(Go to 57)

MOTION

LT: "Well, sir, I'd rather not talk about that. Private Lewis is in the room...yes, sir, he has....well, sir I didn't think....yes,sir, right now, sir...(to PFC).. Private Lewis, maybe it would be best if you waited in the orderly room until I finish making these arrangements."

PFC: "Yes, sir." (salutes and leaves)

LT: (back on phone) "Sorry for the interruption, sir...that's right..."

FADE OUT/FADE IN

(LT is in orderly room with NCO)

LT: "What do you mean he's not here? Where did he go? I want you to find him immediately, SGT."

FADE OUT

From 56-2

MOTION

LT: "...Excuse me for a minute, sir....PFC Lewis, maybe it would be best if you waited in the orderly room until I finish making these arrangements."

PFC: "Yes sir." (leaves despondently)

LT: (calls NCO in orderly room) "This is LT Houser. I just sent PFC Lewis out there to wait while I make some calls. I want you to be sure that he doesn't leave the orderly room. Also, I want you to get SGT Franklin and have him report to me..."(back to CO) "Sorry for the interruption, sir, I've taken care of it."

FADE OUT

GO TO 43

From 54-1

LT: "Excuse me for a minute, sir.....Private Lewis, maybe it would be best if you waited in your barracks until I finish making these arrangements."

PFC: "Yes, sir." (leaves despondently)

LT: (back on phone) "Sorry for the interruption, sir.....that's right."

(shot of clock - an hour passes)

(Plt. Sgt. Franklin enters Lt.'s office)

SGT: "No, sir, he's not in the barracks. We've looked everywhere and no one has seen him since he left your office. I think he's gone AWOL, sir. What do we do now?"

LT: (look of surprise and confusion)

FADE OUT

LT: "Sgt, please get PFC Lewis and bring him in here. I want to tell you what's been going on."

SGT: "Yes, sir." (goes and gets PFC Lewis and returns)

LT: "Sgt, I've made arrangements for PFC Lewis to go to the Community Mental Health Clinic at 1330 today. In the meantime, I think it would be best if Lewis did some work for you, Sgt, so you can keep an eye on him. Be sure and keep him busy, and if any problems come up I want you to notify me immediately. PFC Lewis, I want you to report to me at 1300 and I'll take you over to CMHC. Do you have any questions?"

PFC: "Why can't I just return to my regular duties and go over to the clinic myself?"

(Go to 59)



LT: "I think it would be in your best interests to do it my way, Private."

PFC: "I feel like I'm under arrest or something. Why don't you just lock me up? That would solve all your problems?"

LT: "I don't think you understand what's going on, Private."

PFC: "I think I understand perfectly, Lt."

SGT: "Sir, don't you think you and I should take care of this in private?"

LT: "I'll handle things here and now, Sgt. As for you, Private, you may end up in real trouble if you don't cooperate. I want you to go with the Sgt. now, and make sure you report back to me at 1300. Sgt, I'm holding you responsible. That will be all." (abruptly)

(PFC and Sgt salute and leave angrily)